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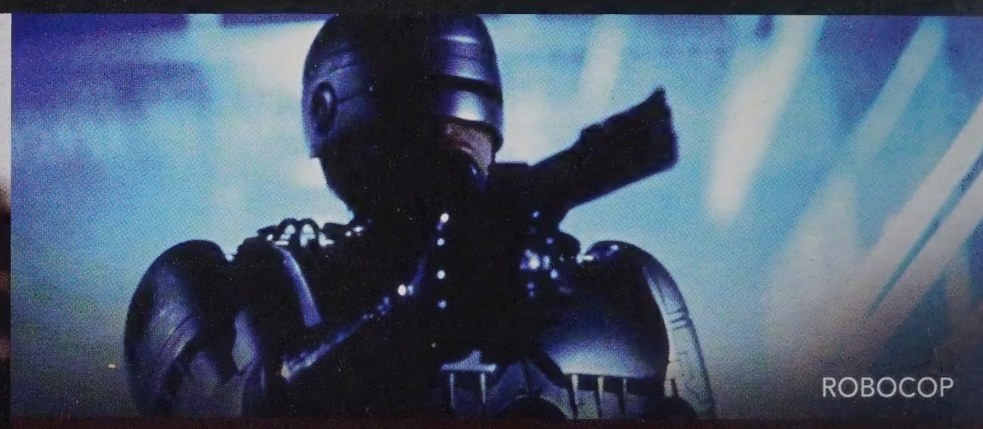

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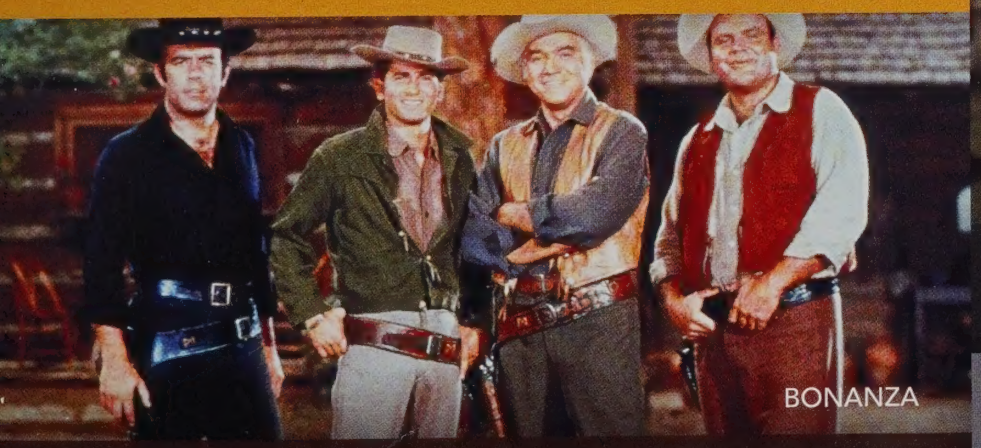

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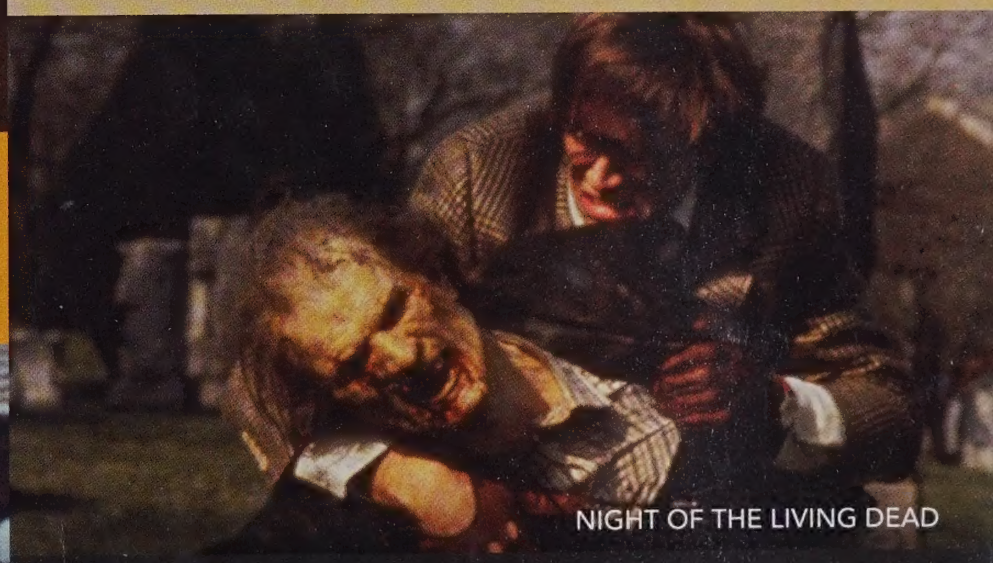

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# Telecom Reboot

## DIVIDED CONGRESS WILL NEED TO UNITE TO UPDATE AGING LAWS

plus

TWC's New COO Takes Helm During Squall

FCC Chief Wheeler's Standup Routine in D.C.

Cable Rival Tornado Targets Military Bases

**ONLINE VIDEO**
*MCN SNEAK PEEK*
Click through for an early look at Lifetime's holiday film *Christmas on the Bayou* at **multichannel.com/Dec9**.

# Wheeler Not Afraid to Regulate

## FCC CHAIRMAN VOWS TO ENSURE COMPETITION, OPEN INTERNET

BY JOHN EGGERTON

WASHINGTON — In his first major policy speech as chairman of the Federal Communications Commission, Tom Wheeler last week signaled he would not be afraid to regulate to ensure competitive markets or an open Internet.

He also suggested he might be willing to structure the spectrum incentive auction so that it limited the amount of bandwidth any one company could own in a market and that, like his predecessor, Julius Genachowski, he was not opposed to usage-based-pricing, but would be monitoring it.

**TAKEAWAY**

New FCC chair Tom Wheeler demonstrated in his first major policy speech his willingness to invoke the agency's authority as needed to protect competition and drew a line between an open Internet and regulation.

Wheeler drew a distinction between regulating the Internet, which he said was off the table, and regulation to ensure the Internet remained the open, interconnected, accessible vehicle for what he has called the fourth network revolution.

He said the FCC's role was to be the public's representative in that revolution.

"The Internet is not a law-free zone," Wheeler said. "It depends upon standards of conduct. And it depends upon the ability of the government to intervene in the event of aggravated circumstances."

But he said that was not a call to regulate the Internet. "Let me be clear: 'Regulating the Internet' is a nonstarter," he said. "What the Internet does is an activity in which policymakers should be extremely circumspect. The United States' policy strongly favors Internet freedom, limiting government involvement to overriding purposes such as the completion of 911 calls or the ban on child pornography."

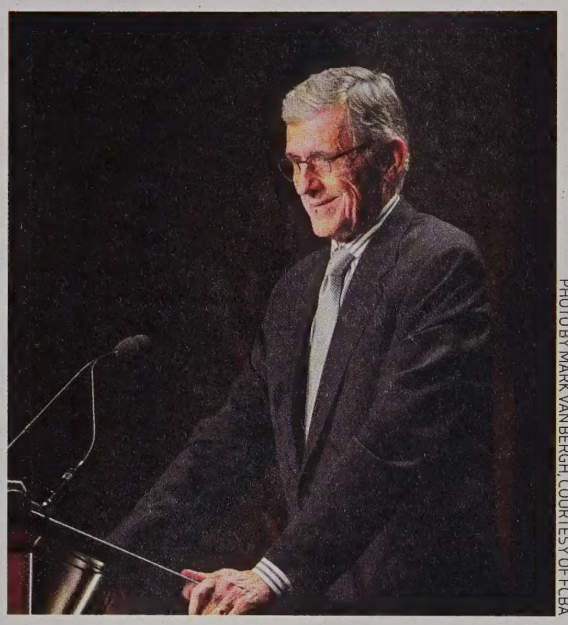

PHOTO BY MARK VAN BERGH, COURTESY OF FCBA

*"When competition does not produce adequate outcomes in the circumstance of significant, persisting market power ... I will not hesitate to invoke the full authority granted to us by Congress to protect competition."*

TOM WHEELER, FCC

Or ensuring access. "Assuring that the Internet exists, however, as a collection of open, interconnected entities is an appropriate activity for the people's representatives," the chairman added.

Wheeler said his time in the private sector — he is a former venture capitalist as well as an association head — had taught him the value of competition. That means protecting it, but also promoting it.

"When competition does not produce adequate outcomes in the circumstance of significant, persisting market power ... I will not hesitate to invoke the full authority granted to us by Congress to protect competition," he said.

Paul Gallant, an analyst with Guggenheim Partners, found those last comments "vaguely ominous" and offered a couple of possible interpretations in a memo to investors:

(1) "Title II for wireline broadband. Wireline broadband is clearly less competitive than wireless, and Mr. Wheeler stressed that less competitive markets are at greater risk of regulation.

(2) "Content companies — channel bundling and/or retransmission consent. Again, Mr. Wheeler's reference was not specific. But given the relative power of content over distribution and Mr. Wheeler's concern with 'significant, persistent market power,' we would not rule out an FCC interest in examining whether content's leverage can/should be limited in some way."

Wheeler also outlined his view of the impact of broadband as the new network du jour in an eBook he released last week, *Net Effects: The Past, Present, and Future Impact of Our Networks.*

### MORE ONLINE

To read or download Tom Wheeler's new eBook, *Net Effects: The Past, Present, and Future Impact of Our Networks*, visit **multichannel.com/Dec9**.

# Tennis Seeks New Court

BY JOHN EGGERTON

WASHINGTON — Tennis Channel has taken its carriage complaint against Comcast to the U.S. Supreme Court, but it could be a long shot to make that legal finale.

"We are seeking Supreme Court review of the D.C. Circuit's decision in our case because the lower court strayed from longstanding federal discrimination law to invent an arbitrary and unfair standard for deciding cable carriage complaints," Tennis Channel said in a statement. "The ruling ignores Congress's intent to ensure a diverse, competitive media marketplace and eviscerates the FCC's congressionally assigned responsibility to regulate program network competition in the public interest."

Last May, a three-judge panel of the U.S. Court of Appeals for the District of Columbia Circuit unanimously ruled that Comcast did not violate the FCC's program-carriage rules, as the commission had concluded in upholding the Tennis Channel complaint, the first carriage complaint against a distributor that had ever gone the distance and not been settled in the interim.

In September, the court declined Tennis Channel's request for full court (en banc) review of that decision, triggering the network's decision to seek Supreme Court review.

In its petition, Tennis said the D.C. Circuit had gone beyond the FCC decision — which held that discrimination can be established where "similarly situated parties are treated differently, and the defendant is unable to articulate a legitimate justification for this unequal treatment" — by adding a requirement of its own: "The complainant must show that the defendant would have profited by granting it equal treatment."

Tennis wants the Supremes to answer the question of whether proof is required that a multichannel video-programming distributor sacrificed distribution profits as a "necessary element of a discrimination claim," notwithstanding a finding that it "treats similarly situated networks differently in order to favor its affiliated networks."

Comcast responded in a statement: "The D.C. Circuit Court of Appeals has spoken emphatically and unanimously that Comcast did not discriminate against the Tennis Channel. We are confident that this ruling will continue to be upheld."

So was a veteran public-interest attorney who has been following the case and asked not to be identified, who said, "While the cert petition is well-written, the odds for success are very long."

# Tempest-Tossed TWC Gives Helm to New COO

BY MIKE FARRELL

In a move that seeks to quell takeover talk, Time Warner Cable said it has hired seasoned cable executive Dinni Jain as chief operating officer, charged with righting the foundering cable giant as it fights off overtures from potentially hostile suitors.

Jain will assume his new role on Jan. 13 and will report directly to incoming chairman and CEO Rob Marcus.

Marcus, currently TWC's COO, is slated to replace retiring chairman and CEO Glenn Britt on Jan. 1.

Jain will be in charge of all three lines of TWC business — residential services, business services and media sales. He also will be responsible for the New York-based MSO's technology and network operations, product development and content-acquisition functions, as well as its news, local sports and regional sports networks.

Dinni Jain, a 20-year cable veteran, will take Time Warner Cable's No. 2 post on Jan. 13.

"Dinni is a proven leader, with more than 20 years of experience in successfully operating cable systems," Marcus said in a statement. "He has a great track record and shares my commitment to creating a performance-driven, customer-centric culture at Time Warner Cable."

Jain was the former COO at Insight Communications, which Time Warner Cable purchased in 2012 for about $3 billion. While at Insight, Jain was known as a savvy operations executive noted for growing basic-video subscribers at the midsized cable company through a program of aggressive door-to-door sales, repackaging and repricing products, and improving customer service. For example, between 2004 and 2009, Insight added 138,500 basic-video customers, grew revenue by an average of 13.6% a year and increased cash-flow growth by 10.8% per annum.

**TAKEAWAY**

Time Warner Cable has tapped former Insight executive Dinni Jain as chief operating officer in a move meant to bolster the flagging MSO's operations as it fights off potentially hostile suitors.

That would seem to fit in nicely with Marcus' plans to reverse TWC's past subscriber losses. In the third quarter, the MSO shed about 306,000 residential video subscribers in the aftermath of the one-month blackout of CBS programming in three top markets. As other cable companies have improved losses over the past several quarters, TWC's basic-video declines have increased.

In a conference call with reporters to discuss third-quarter results on Oct. 31, Marcus said Time Warner Cable has developed a strategy to revamp customer service, improve network reliability, be all-digital, and implement "quantum changes" in its high-speed data tiers.

In the meantime, TWC continues to resist possible overtures from other MSOs, including Charter Communications — which has reportedly assembled $25 billion in bank financing for a deal that could be valued as high as $70 billion — as well Comcast and Cox Communications.

To date, no formal offers for the company have been reported.

## 10 STORIES THAT MATTER

**1 Time for an Update**
Congressional Republicans have embraced the necessary task of bringing telecommunications law into the broadband era, but their efforts look like a long shot (see page 14).

**2 Top Tech Execs**
For their forward thinking and leadership, *Multichannel News* salutes Matthew Zelesko of Time Warner Cable and ESPN's Chuck Pagano (see page 10).

**3 Tornado Tempest**
A new Boingo-backed service that delivers pay-as-you-go TV to U.S. military bases over Wi-Fi may be overstepping distribution rights (see page 8).

**4 Rockefeller's Retrans Play**
A key U.S. senator is backing cable's moves to get FCC chairman Tom Wheeler to neutralize broadcast "supergroups" from negotiating retransmission deals collectively (see page 20).

**5 Commercializing VOD**
Comcast and Nielsen are making progress toward the goal of measuring views of commercials inserted into on-demand plays of TV series (see page 27).

**6 TWC Turns to Jain**
Former Insight Communications executive Dinni Jain has joined Time Warner Cable as chief operating officer at a challenging time (see this page).

**7 In Defense of CableCard**
Consumer groups are rallying to preserve the government's ban on set-tops that integrate security and surfing functions (see multichannel.com/Dec9).

**8 Views From Brazil**
ESPN's has expansive plans for FIFA World Cup 2014 coverage from spectacularly beautiful venues in Brazil, executive producer Jed Drake says (see multichannel.com/Dec9).

**9 Netflix's Latest Nods**
The streaming service captured an industry-high seven Writer's Guild Award nominations, led by *Orange Is the New Black* (see multichannel.com/Dec9).

**10 Wheeler Deals One-Liners**
New FCC chairman Tom Wheeler brought his "A" material to the Federal Communications Bar Association's "telecom prom." (see page 32)

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# Comcast Is Gearing Up For IP Video-Ad Insertion

## THIS TECHNOLOGY WILL HELP SPLICE SPOTS INTO MOBILE DEVICES, CONSOLES

BY JEFF BAUMGARTNER

After ratcheting up its ability to dynamically insert ads into live and on-demand video sent to legacy set-top boxes, Comcast has since turned its attention to repeating the feat on Internet protocol-connected tablets, smart TVs, smartphones, gaming consoles, and a new generation of gateways and set-tops.

**TAKEAWAY**

Comcast has tapped This Technology to bring ad insertion to its Internet protocol-powered video products.

Comcast on Sunday (Dec. 8) announced that it is using a dynamic ad-routing platform from Denver-based company This Technology to help it accelerate, streamline and scale up its DAI capabilities for the IP world and on devices capable of receiving that video both in the home or on the go.

The system, which also aims to preserve the ad model as video shifts to Internet protocol-based delivery, routes the ads and identifies placement opportunities on those video streams.

This Technology CEO Jeff Sherwin said the system provides Comcast with a key abstraction layer, giving the MSO the ability to integrate with ad campaign managers from a variety of vendors (BlackArrow, Nagra/OpenTV, Harris Broadcast, FreeWheel and Google's DoubleClick are among the suppliers in that market) while also avoiding the headache of repeating the development cycle for individual IP video platforms.

This Technology's dynamic ad-routing platform will help Comcast insert spots into streams on its Xfinity TV Go app (pictured).

Establishing openness on the ad-campaign management side is important, Sherwin said, because operators want to avoid vendor lock on their internal advanced advertising systems while still being able to plug into IP-based DAI systems used by individual programmers. Because campaign-management products are not core to This Technology, the company is "incentivized to do integrations," Sherwin said.

Comcast has already begun to deploy This Technology's platform in support of various authenticated TV Everywhere offerings, including its recently updated Xfinity TV Go app, which currently supports 35 live-TV channels, its Web browser-based apps and its managed IP-video app for the Microsoft Xbox 360 console.

The multiyear agreement calls for This Technology to support Comcast's existing IP-video platforms and to extend that support to others, Denise MacDonell, This Technology's vice president of product management, said.

The multiyear IP-ad deal with Comcast is a sizable one for This Technology, though financial terms were not disclosed. This Technology, founded in 2006, has raised $7.5 million so far. Its other announced customers include Verizon Communications, NBCUniversal and ABC.

## Out-Of-Home TV Lineups Expand at Glacial Pace

BY JEFF BAUMGARTNER

No U.S. pay TV provider has yet to match Dish Network's ability to stream its entire live-TV lineup to customers who are on the go, but several major operators are securing the rights necessary to distribute an ever increasing number of live-TV channels outside the home.

Still, those ongoing expansions still represent just a small fragment of the full slate of live TV that's delivered in the home.

The latest to push the needle a bit is Verizon Communications, which last week added 16 live linear channels to its out-of-home lineup for its FiOS Mobile app, expanding that total to 25.

New to the mix are: AXS TV, beIN SPORT, beIN SPORT Español, Bloomberg Television, Cine Sony Television, Cooking Channel, Encore, FearNet, NFL RedZone (tablet only), Showtime, Showtime Extreme, Sony Movie Channel, Starz, TBN, Universal Sports and TVGN. They join an initial out-of-home lineup that included BBC America, BBC World News, Epix, HGTV, Travel Channel, NFL Network (tablet only), Food Network, DIY Network and Tennis Channel.

The FiOS Mobile app, which provides access to more than 45,000 VOD titles, also delivers up to 91 live streaming channels when accessed on the customer's home network. FiOS TV subs in the New York, New Jersey, Philadelphia and Washington, D.C., areas can also tap mobile devices to stream the feeds of two local affiliates — CBS and Fox — and Spanish-language networks such as UniMàs and Univision, as long as those signals are being obtained via the home network.

Soccer channel beIN SPORT is one of 25 total live, linear channels available over Verizon's FiOS Mobile app.

Other major pay TV providers have also activated more out-of-home distribution for their respective authenticated TV Everywhere services.

Comcast, for example, recently launched an upgraded and renamed TV Everywhere app, Xfinity TV Go, that gives authenticated customers the ability to stream up to 35 live TV channels outside the home, more than 25,000 on-demand titles and "thousands" of downloadable movies and TV shows. Comcast provides access to a smaller lineup of authenticated live TV streams via Web browsers at *Xfinity.com/TV*.

In October, AT&T's U-verse TV released app updates for iOS devices that enables customers to access more than 100 channels at home and more than 20 while they're on the go, plus thousands of VOD titles.

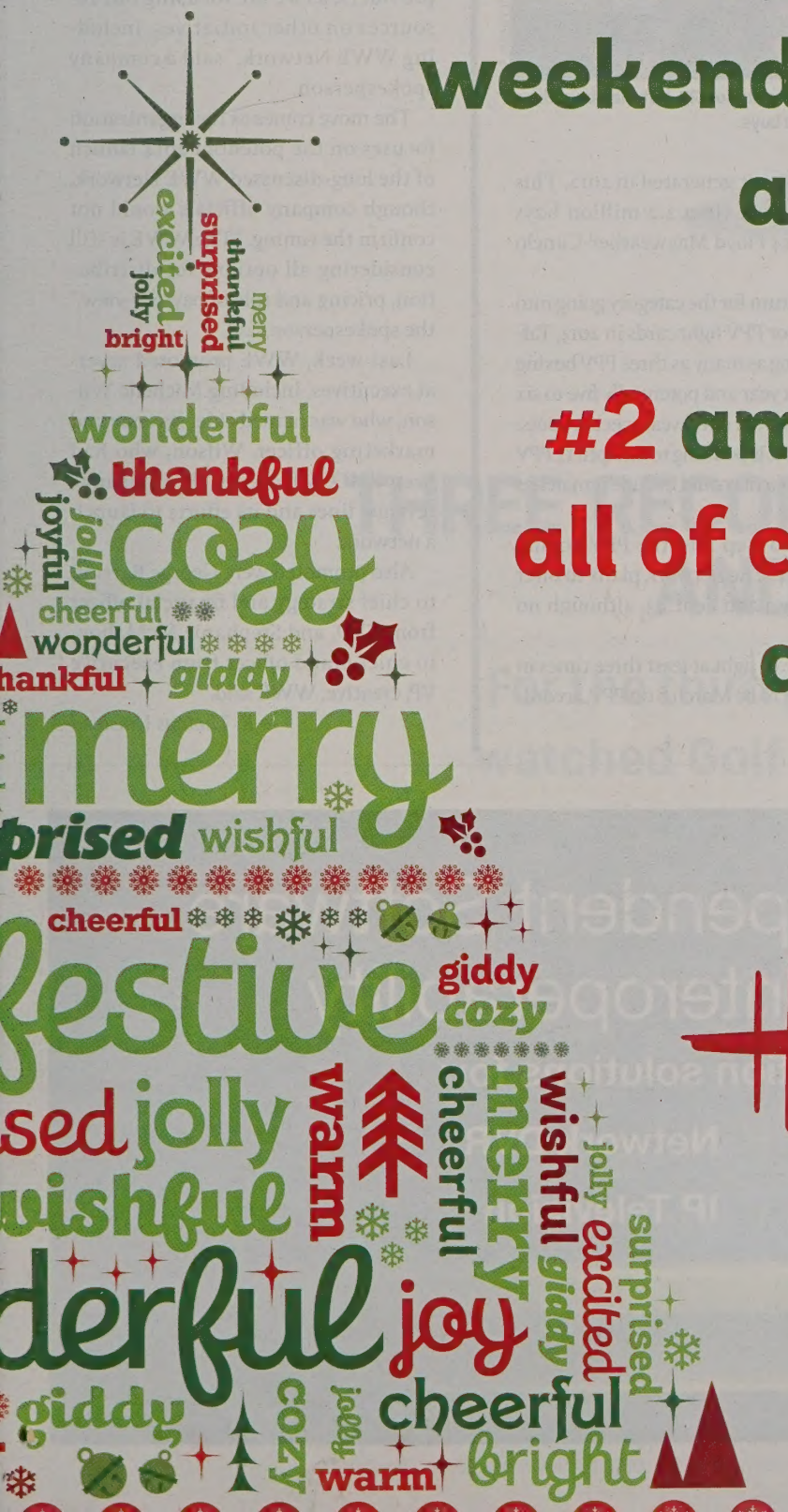
Time Warner Cable, meanwhile, has been gradually increasing the out-of-home TV Everywhere lineup for its TWC TV app alongside in-home access to more than 300 linear channels.

On the satellite front, DirecTV pitches more than 30 channels out-of-home to authenticated subscribers.

But Dish is beating the lot with its Hopper With Sling HD-DVR, which allows customers to place-shift the full live TV lineup, plus what's recorded on the DVR.

# Countdown to Christmas

**Hallmark Channel is #1 in Prime Time for 5 consecutive weekends among HHs with a 2.9 rating!**




**#2 among W25-54 in all of cable – delivering a 1.4 rating**

Hallmark CHANNEL

The Heart of TV

The Nielsen Company (11/2-12/1/13). Live+SD coverage area ratings, Sa-Su 8-11p 5-week average, ranked among ad-supported cable networks. Subject to qualifications made available upon request.

# Pay-Per-View Buys Fall For Pacquaio-Rios Bout

## DESPITE LOW TAKE, BOXING WELL-POSITIONED FOR 2014

BY R. THOMAS UMSTEAD

Despite falling short of pay-per-view industry expectations, Manny Pacquiao's win over Brandon Rios in their Nov. 23 fight ended a strong PPV boxing year and set the stage for the category to have a potentially busy 2014.

HBO's Pacquiao-Rios PPV boxing event drew approximately 450,000 buys, HBO Sports senior vice president Mark Taffet said. The fight, in which Pacquiao won an easy unanimous decision in his first PPV event in nearly a year, nevertheless fell well below the 1 million buys Pacquiao surpassed for both his June 2012 loss to Timothy Bradley Jr. and his December 2012 knockout loss to Juan Manuel Marquez.

Taffet said having the fight in China ultimately hurt its PPV performance, as the international time difference hampered HBO's inability to effectively build momentum through the press in the weeks leading up to the fight.

REUTERS/TYRONE SIU

Manny Pacquaio (r.) defeated Brandon Rios on Nov. 23, but their bout drew just 450,000 buys.

**TAKEAWAY**

With 450,000 buys, HBO's Manny Pacquiao-Brandon Rios bout fell well below past performance, but nonetheless set the stage for a productive 2014 in PPV boxing.

To offset that, the network tapped former boxing champions George Foreman, Ray Leonard, Roberto Duran, Ray Mancini and Marco Antonio Barrera to help promote the fight by talking to press in the U.S. while the fighters trained abroad.

### DIP WAS EXPECTED

"PPV events originating from overseas typically do between 30% to 40% of the buys compared to similar events which originate from the U.S.," Taffet said. "We knew there would be challenges and tempered our expectations from the beginning. It was an extraordinary effort by everyone involved, and we recognized that anything above 350,000 buys would be a success."

The fight's performance helped the PPV boxing category draw close to the 4 million buys it generated in 2012. This year's tally was paced by the more than 2.2 million buys generated by Showtime's Sept. 14 Floyd Mayweather-Canelo Alvarez PPV event.

It also has helped build momentum for the category going into 2014. After offering only two major PPV fight cards in 2013, Taffet said HBO is looking at delivering as many as three PPV boxing events during the first half of next year and potentially five to six events by 2014's end, although he would not reveal specific bouts.

Pacquiao promoter Top Rank Inc. is pointing to an April 12 PPV event for the fighter. Possible opponents could include rematches with either Bradley or Marquez.

Showtime is also expected to step into the PPV boxing ring on several occasions in 2014. The network plans to offer Mayweather PPV fights on May 3 and Sept. 13, although no opponents have been named.

Showtime also expects Alvarez to fight at least three times in 2014, the first of which is expected to be March 8 on PPV, according to the network.

# WWE Discontinues On-Demand Service

STAMFORD, Conn. — WWE will end its subscription WWE Classics On Demand service in January as it moves toward the creation of a potential WWE Network.

The nine-year-old VOD service, which offered clips featuring past WWE pro-wrestling matches and personalities, will officially end its run on Jan. 31

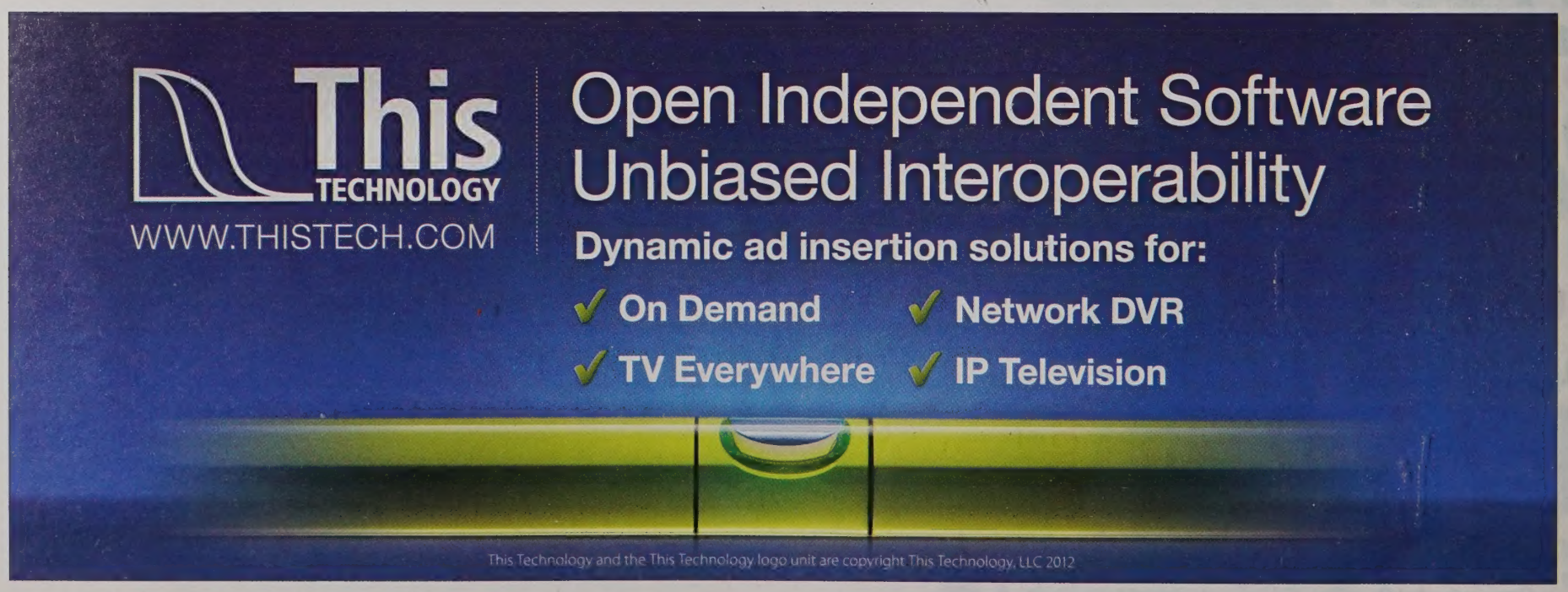
"WWE will no longer offer WWE Classics On Demand, our subscription video-on demand content delivered through cable television providers, as we are focusing our resources on other initiatives, including WWE Network," said a company spokesperson.

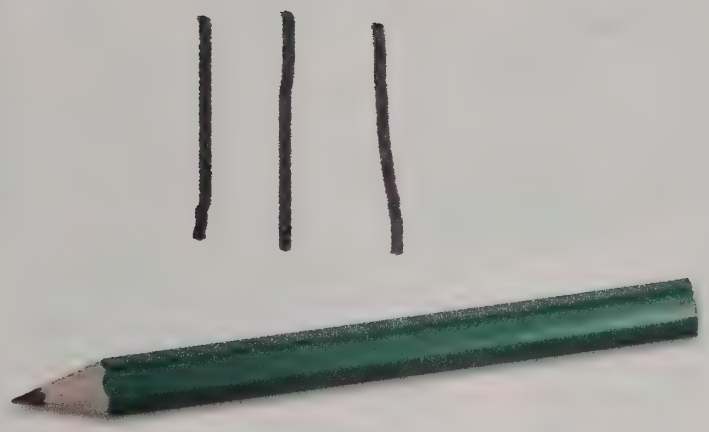
The move comes as the organization focuses on the potential 2014 launch of the long-discussed WWE Network, though company officials would not confirm the timing. "The WWE is still considering all options for distribution, pricing and role of pay-per-view," the spokesperson said.

Last week, WWE promoted several executives, including Michelle Wilson, who was named chief revenue and marketing officer. Wilson, who had been CMO, will oversee the company's revenue lines and its efforts to launch a network.

Also promoted were George Barrios, to chief strategy and financial officer from CFO, and Stephanie McMahon, to chief brand officer from executive VP, creative, WWE said.

*— R. Thomas Umstead*





# THREE RECORD-BREAKING YEARS. AND COUNTING.

For the third year in a row, more people watched Golf Channel than ever before. And our website had its best year ever. Proof that our ability to keep customers happy is one thing you can always count on.

SOURCE: NIELSEN COMPANY VIA STAR TRAK; 12/31/12 -12/29/13, P2+LIVE+SD (000), MON -SUN 6A- 6A VS. PRIOR MEASURED YEARS. SUBJECT TO QUALIFICATIONS

# 'Tornado' Offers Controversial Spin On Cable TV Competition

## PROVIDER MOUNTS WI-FI ASSAULT ON U.S. MILITARY BASES

BY JEFF BAUMGARTNER

Another battle is forming on cable's competitive front, with a rival gearing up to invade and occupy many of the nation's military installations.

Endeka Group, a company acquired by Boingo Wireless in February, has developed a multiscreen, subscription-based Internet-protocol video service called "Tornado" that is delivered entirely over managed Wi-Fi networks. Its first point of deployment is Camp Pendleton, a Marine Corps base in San Diego County, Calif., where Cox Communications is the incumbent operator.

**TAKEAWAY**

"Tornado," a Wi-Fi programming service aimed at U.S. military bases, is prompting some programmers to wonder privately if their distribution rights are under threat.

According to a source familiar with the deployment, Camp Pendleton issued a request for proposal to deliver Wi-Fi-fed Internet and video services to the facility's barracks about three years ago, and Endeka came out on top.

The Camp Pendleton rollout is just the tip of the spear, as a fully-fledged military services operation is underway.

### DEPLOYMENTS UNDERWAY

Last month, Boingo announced an expanded agreement with the Marine Corps Community Services to provide IPTV and broadband services at all U.S. Marines bases worldwide, starting with all U.S. bases and two facilities in Japan. Boingo recently coupled that with a pact with the U.S. Army and Air Force to provide similar service packages on several large installations, including Fort Bliss (El Paso, Texas), Fort Benning (just outside of Columbus, Ga.), Fort Leonard Wood (Missouri Ozarks), Fort Campbell (Kentucky/Tennessee border) and Fort Irwin (San Bernardino County, Calif.), with launches expected to get underway as soon as the first quarter of 2014.

While Tornado presents a new competitor to MSOs, the way Endeka is packaging video services at Camp Pendleton is raising eyebrows — and causing some programmers to wonder privately if Tornado is overstepping its distribution rights.

At Camp Pendleton, Tornado offers up to 91 channels — including broadcast stations premium packages from Starz, HBO and Showtime, and a network-based DVR service — to an array of devices, including a Tornado-supplied IP set-top, PCs, iOS- and Android-powered tablets and smartphones, and Xbox 360 consoles.

The "Tornado" service, delivered over managed Wi-Fi, lets military personnel purchase pay TV on a daily or weekly basis.

### DAILY, WEEKLY PACKAGES

Tornado customers can purchase video packages in daily, weekly, monthly or three-month increments. Tornado doesn't offer a daily option for premium video services, but it allows customers to buy a week of HBO (HBO, HBO2 and Cinemax) or Showtime (Showtime, SHO 2 and The Movie Channel) for $3.95, and a package of Starz channels (Starz, West, Starz Cinema and Encore) for $4.95. The daily TV option (base price $5.95), one source explained, essentially turns *Monday Night Football* on ESPN and *Thursday Night Football* on NFL Network into "pay-per-view events."

At press time, several programmers contacted by *Multichannel News* were reserving official comment until they could complete their review of the Tornado service offering. ESPN declined to comment.

Boingo said Tornado sources its content and distribution rights from the National Telco Television Consortium. "Based on our agreements with NTTC and the guidance they have provided on implementation, Boingo believes it is in compliance with programming agreements," Boingo vice president of business development Tim Rout said in a statement to *Multichannel News*.

### MORE ONLINE

For more on Tornado, click through to its website at multichannel.com/Dec9.

# Transactional VOD Struggles for Growth: Study

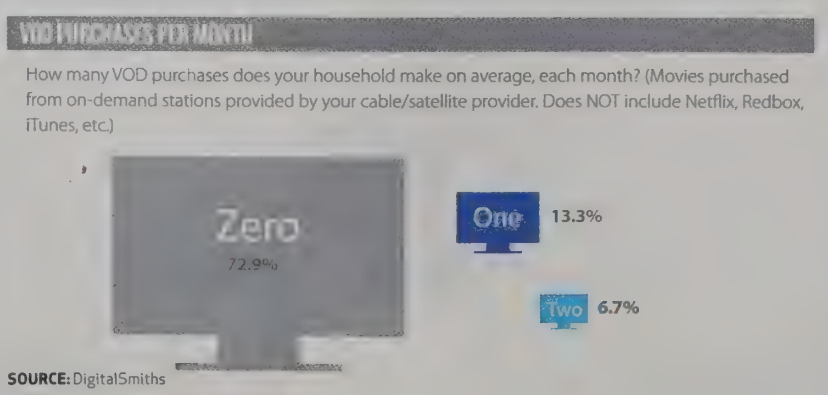
BY JEFF BAUMGARTNER

Transactional video-on-demand growth for pay TV operators is showing some faint progress, but it has largely been locked in neutral, a new survey from video recommendation and search specialist DigitalSmiths suggests.

The number of subscribers that do not buy at least one VOD movie from their pay TV providers shrunk a fraction of a percentage — to 72.9% — in the third quarter, according to the vendor's survey of more than 3,177 consumers in the U.S. and Canada, versus 73.8% in its second-quarter findings.

"While this may be a small portion of the overall audience, when multiplied by millions of subscribers there is a significant revenue impact," DigitalSmiths said, noting that 25.7% of respondents said it was not easy to find a movie they might like in their provider's VOD catalog. "However, there is clearly still work to be done to keep these numbers increasing."

DigitalSmiths reported a rise in so-called "cord-cheating," a term it introduced earlier this year that refers to consumers who seek out on-demand video from third parties and over-the-top services. It said 48.2% of those surveyed used a subscription OTT service for video in the third quarter, up from 34.9% in the second quarter.


VOD PURCHASES PER MONTH
How many VOD purchases does your household make on average, each month? (Movies purchased from on-demand stations provided by your cable/satellite provider. Does NOT include Netflix, Redbox, iTunes, etc.)
Zero
72.9%
One
13.3%
Two
6.7%

**SOURCE:** DigitalSmiths

Convenience (60.1%) led the reasons for the uptick in cheating, followed by lower costs (48.3%); the ability to watch certain TV shows and whole seasons (42.6%); and better selection (32.9%), the survey found.

Cable is using new options to try and stem this trend, such as Comcast's trial of an On Demand Commercial Ratings concept that inserts the C3 ad load into new and older TV episodes (see Platforms, page 27), and into TV Everywhere apps.

But awareness and usage of TV Everywhere options still lags. DigitalSmiths found that 52.1% didn't know if their provider offered a TV Everywhere app, while just 19.6% of adults surveyed said they had downloaded their provider's TVE app to a tablet or smartphone.

The survey also found that the number of consumers who plan to cut the cord within the next six months fell slightly to 2.9%, though 6.9% still said they intended to change providers.

However, the practice of "cord-thinning" — or reducing the level of cable or satellite-TV service — rose to 45.2% of respondents, led off by the culling of premium video services, DigitalSmiths said.

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# Matthew Zelesko: Injecting a Startup Mentality

As viewing habits change and new technologies and video formats emerge, it takes a mix of leadership, engineering talent and old-fashioned intuition to be ready for what's coming. The editors of *Multichannel News* are recognizing two technology executives — Time Warner Cable senior vice president, converged technology group Matthew Zelesko, representing the operator community, and ESPN executive vice president and chief technology officer Chuck Pagano, representing programmers — for their entrepreneurial spirit and ability to maintain their competitive footing amid an ever-shifting video landscape.

BY JEFF BAUMGARTNER

When Matthew Zelesko was the CEO of over-the-top video startup Joost, speed and agility were the name of the game. Debate what needs to be debated, resolve it quickly, make a decision and push forward. Innovation, after all, waits for no one.

The cable industry, not known for making speedy decisions, is undergoing a transformation as video breaks free of the set-top box and weaves itself into gaming consoles, smartphones, tablets and standalone video-streaming devices. Because multiscreen video is also the domain of many fast-moving startups, the cable industry has had to adopt the kind of posture typically found in those bleeding-edge upstarts — be on the constant move, be willing to experiment and take risks. In other words, don't get caught flat-footed and find yourself constantly on the chase.

*"The more that you deliberate and debate it, the more time you're losing."*

MATTHEW ZELESKO, TIME WARNER CABLE

It's that sort of ideology that Zelesko, who has spent more of his career at startups than at large, established companies, has brought to the No. 2 U.S. MSO and a team that has established a culture that rewards speed and breeds innovation.

Zelesko, who joined TWC in the summer of 2011 and today serves as its senior vice president, converged technology group, said the lessons he learned at companies like Joost can be applied to TWC as the operator pursues its support of IP-connected consumer devices and blazes a fresh path for its own gateways and set-tops.

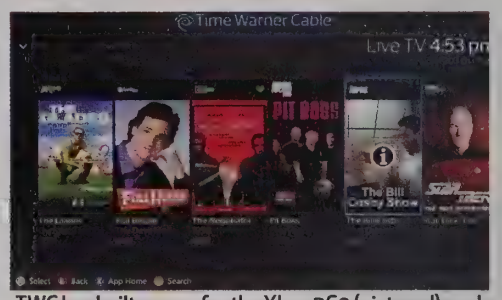
"If there's one thing that I've learned across all the startups, it's the importance of making a decision as quickly as possible," he said. "The more that you deliberate and debate it, the more time you're losing. In the startup context, that time is critical. I think even in a large company like Time Warner Cable that time is increasingly critical as well."

And TWC is now tasked with making quick decisions and rapidly developing new compelling apps and products to ensure that its platform remains relevant as consumers shift their viewing habits to a broad array of devices that can be accessed in the home and on the go.

While TWC, like many other pay TV operators, focused on video delivery to browsers and to iOS- and Android-powered mobile devices, it's also been out in front with apps tailored to run on big screens, including the Xbox 360, Roku boxes and newer-generation Samsung-made Smart TVs.

"As the screen size goes up, the viewing time, we've observed, goes up as well," Zelesko said.

It's been a fragmented experience early on. TWC, for example, offers more than 300 live TV channels on the Roku and Xbox 360, and only VOD on Samsung TVs. But that's about to change. Barring delays caused by holiday certification cycles, TWC expects to offer live and on-demand video on all of those platforms by the end of 2013.




TWC has built an app for the Xbox 360 (pictured), and has the Xbox One in its sights.

And more should be in store for 2014. Given its success on the Xbox 360, the new Xbox One console "is a clear target for us," Zelesko said.

Zelesko said he is generally enthusiastic about sub-$100 streaming devices, such as Google Chromecast, the $35 dongle that streams video to TVs. "It's safe to say that we're talking to each one of these consumer device manufacturers," he said. "They all have compelling and important platforms for us."

But supporting an expanding array of CE devices presents an operational challenge that won't simply vanish. Meeting that challenge, he said, starts with "acknowledging that there's going to be diversity."

Zelesko said TWC is pursuing an even loftier goal — evolving the TWC TV app from a complementary video component to one that can replicate all of the functions of a set-top box, essentially establishing a system that encourages a bring-your-own-device regime.

"The prospect of a customer buying a box for $99 and using that as their set-top ... as an additional outlet in the house or a house full of those is a really exciting proposition for us," Zelesko said.

Although TWC is focused on platforms that fall beyond the traditional set-top ecosystem, it still hasn't lost sight on how it can bring advanced features and functionality to its own devices.

Zelesko, for example, is also pouring energy into a cloud-based navigator for leased set-tops and gateways that is currently being tested by employees in New York and Syracuse, N.Y.

But it's an admittedly complex system, representing not just a new interface and new navigation architecture, but also a new hardware architecture. TWC, he said, is managing that complexity by scaling it up slowly.

But this cloud-based approach will allow TWC to evolve and change the UI at comparative breakneck speeds. Zelesko estimates that TWC is putting out new releases to beta participants every two weeks. "We think that will eventually move to daily releases," he said.

Although Zelesko won't speculate on when TWC will deploy its new UI across the board, he fully expects to have it in front of live customers in 2014.

In addition to his leadership inside of TWC, Zelesko is also taking on a higher industry-wide profile, serving on the board of Reference Design Kit LLC, the set-top software joint venture formed by Comcast and TWC earlier this year. Zelesko will be setting an RDK path at TWC while also advocating for other MSOs to adopt it.

For TWC's part, the RDK will factor into TWC's next-generation IP-based gateways and video client devices, aiming to fix on a common software stack and platform that will reduce complexity and can be applied in devices that support not just video, but voice and data.

"I think the RDK will be that [unifying] platform," Zelesko said.

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# Chuck Pagano: ESPN's Calculated Risk-Taker

BY JEFF BAUMGARTNER

Knowing what the future holds is the business of any soothsayer. But making predictions (and being right most of the time) is a challenge that engineers in the multichannel-video industry face every day as they navigate through the early phases of the TV Everywhere era and determine the right course for the hype-filled wonders of new eye-popping formats such as 4K/Ultra HD.

Chuck Pagano, ESPN's executive vice president and chief technology officer, has a tremendous track record when it comes to staying ahead of the curve and making the correct decisions using a recipe that's comprised of heavy doses of science and a dash or two of intuition.

Throughout a career at ESPN that stems back to 1979, initially as a technical director, this concoction has helped Pagano and the programmer remain focused on the needs of the present while also prepping for the unknown. Pagano's ability as a calculated risk-taker has been taken to task through the years, recently with his spot-on bets on HDTV, and even the rare miss, including ESPN's ambitious plans involving 3DTV.

But his entrepreneurial spirit has shined through it all, and will again as Pagano and his team assemble a new, massive facility in Bristol, Conn., that will house ESPN's digital future — a future that will be built to accommodate 4K ... someday.

Pagano's philosophy for making those big decisions and weighing the risks doesn't rely solely on absolutes. It instead leans on a broader scope of probabilities that, he said, provides the necessary wiggle room to change course and to avoid paths that could lead ESPN into a dreaded point of no return.

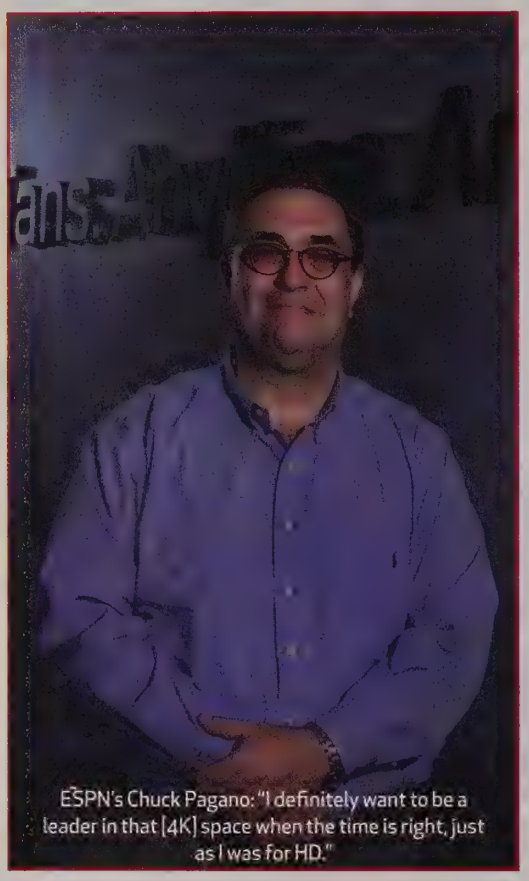
"I don't make absolute vectors in the world of what I think is going to happen," he said. "I try to put a quadrant together — scenarios that may happen. I keep my eyes and vista open. I'm an opportunist, and I like to keep my pulse on where the future is going."

Anticipating what's to come is very much in play with Digital Center 2 (DC2), ESPN's 195,000-square-foot facility that's slated to open its doors next spring.

The do-it-all DC2, being built across the street from the 120,000-square-foot DC1 facility, will support ESPN's next-generation HD efforts and serve as the new studio home to its flagship program, *SportsCenter*. It won't be equipped for 4K — at least not right away. But as a multiscreen content factory, DC2 will be modular enough to enable ESPN to pull the trigger on a 4K strategy when the programmer is convinced the market is ripe.

"I challenged my guys [with DC2] because I'm a firm believer that the television-technology space has not stopped innovating," Pagano said. "I asked them to do it as a format-agnostic design for the cardiopulmonary system. All I have to do is attach 4K technology."

And, sticking true to his ideology, he's not offering any absolute predictions on 4K. "4K will eventually happen, but I'm not sure it's going to happen in the way that HD happened," Pagano said.



ESPN's Chuck Pagano: "I definitely want to be a leader in that [4K] space when the time is right, just as I was for HD."

He said HDTV emerged in a "perfect storm" as the market shifted from bulky cathode ray tube-based TVs to a universe of sleek, flat-panel sets. "It wasn't the resolution that tripped everyone towards it," Pagano said of HDTV.

Pagano said the initial leg of 4K's journey is lacking a similar benefit, adding that 4K is still missing a "wow factor" that will elevate consumer interest to the next level. "Everybody in the industry is still scratching their heads" about 4K, Pagano said, describing a recent visit to the Society of Motion Picture & Television Engineers in Los Angeles.

"Right now, the current 4K stuff doesn't get everybody wowed. This current implementation of 4K is just about resolution," he explained. However, Pagano added, future generations of 4K will be graced with elements that will make it great platform for live sports, including better colorimetry (a method that quantifies and describes how people perceive color) and higher frame rates, and not just more, but "better," pixels.

For now, Pagano said he thinks 1080p is already positioned to deliver on much of that. Besides, the necessary ecosystem of production gear to do 4K and do it right is still at the "infantile stage" and likely at least two years away from maturation, he said. And TV makers simply haven't sold enough 4K sets to move the planning needle to activation mode at ESPN. Plus, he believes the distribution business is still waiting on High Efficiency Video Coding (HEVC), a compression technology that promises to be 50% more efficient than H.264. He said ESPN will be ready to go when all of those stars align.

"But I don't like being caught, and not prepared to take advantage of a change or a disruption," he said. "I'm also making sure I've got myself covered in case something does stick."

"We're going to be keeping our eyes wide open. ... I definitely want to be a leader in that [4K] space when the time is right, just as I was for HD."

Of course, not every new technology and format does stick. 3DTV, as a recent example, simply missed the mark. ESPN was an early believer in 3DTV, launching ESPN3D in June 2010, but, in a bold move earlier this year, decided to pull the plug.

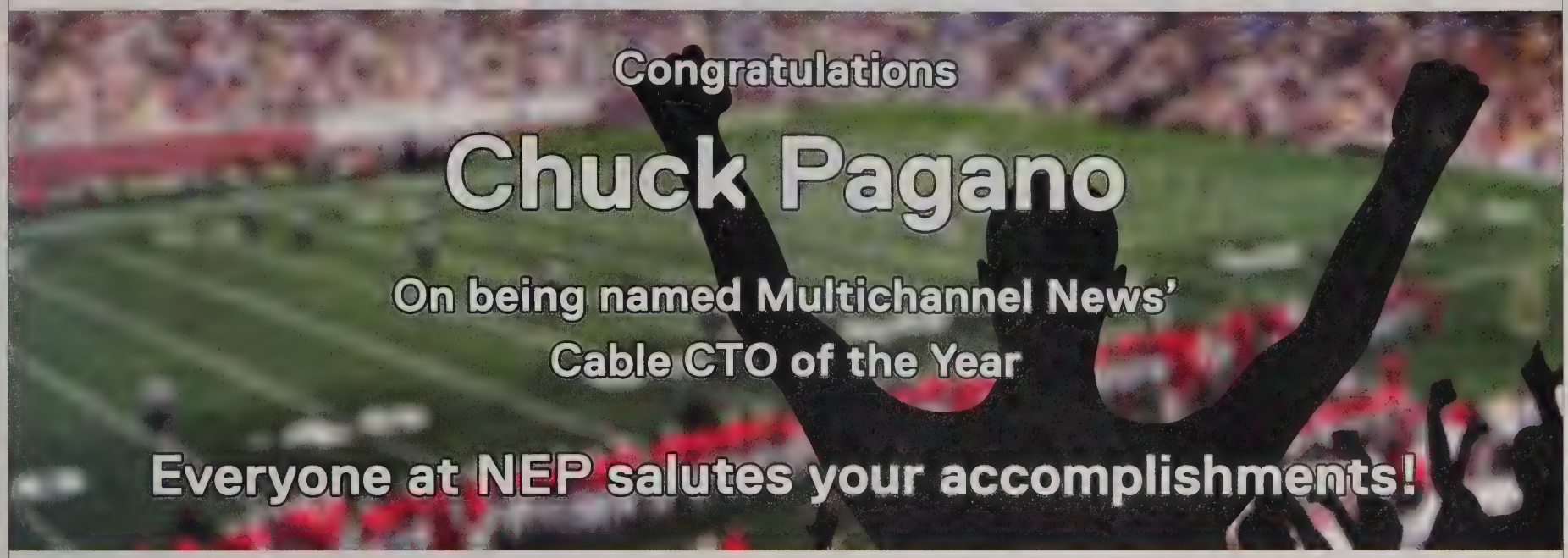
Pagano, who refers to ESPN's 3D activities as a "science experiment," acknowledges that the programmer underestimated consumer interest in 3DTV, but believes it was a smart, entrepreneurial risk that was worth taking.

"We've always had that desire to be curious, to be inquisitive and to take a chance on something to see what happens ... Clearly the marketplace didn't have an interest in [3DTV]. So we just adapt and go forward," Pagano said, recalling that ESPN also briefly dabbled with its own cell phone in 2005 before scuttling that project.

"We learn; we're curious. And if it doesn't work, then we scrub the experiment and go for the next case study."

And, as designed, ESPN's new DC2 will serve as the perfect venue for Pagano and ESPN to keep pace with today's needs while also keeping the door open for what's to come.

ESPN's DC2 facility will support next-generation HD and serve as *SportsCenter*'s new home.

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# TELECOM REBOOT

## DIVIDED CONGRESS WILL NEED TO UNITE TO UPDATE AGING LAWS

BY JOHN EGGERTON

WASHINGTON — As if the current Congress didn't need another symbol of its behind-the-curve thinking, it has only been four months since the House voted to repeal the FCC's annual report to Congress on the telegraph.

Repeat. The telegraph.

The change was made to consolidate the Federal Communications Commission's reporting system, but the act is a much more meaningful symbol for a communications policy regime still stuck in a past of limited competition and ancient delivery systems. Plus, the Senate has yet to act, so the telegraph report obligation is still on the books.

**TAKEAWAY**

The rapidly changing telecom industry is clamoring for an update of federal rules, but the size of the challenge and the political gulf in Washington remain obstacles to critical reforms.

The pace of change in the telecommunications world today is unprecedented. Competition is rampant, delivery mechanisms are morphing and broadband is reaching into every facet of life, yet the current architecture of laws and rules governing their growth are so outdated as to be laughable were the consequences less serious. There exists a wide chasm between the current 20-year-old set of laws and the industries they rule.

### CALLS FOR REFORM

And despite the fact there is widespread agreement that an overhaul is warranted, Washington politicians to date have not had either the political will, or the way, to get it done. At stake is nothing short of the future of communications in America.

To be sure, it is an incredibly important yet virtually impossible task. The last big overhaul came in 1996, but did not anticipate the disruption that the Internet of things would cause to the order of things.

"The marketplace and technological changes that have occurred since the last major revision of the Communications Act in 1996 have rendered existing law and policy woefully outdated, if not obsolete," Randolph May, president of the Free State Foundation and a longtime proponent for updating telecom laws, said. May is a former FCC attorney.

Passing comprehensive legislation in this Congress is a long shot, given the poisonous partisanship over other issues — see the debt ceiling, Obamacare and the deficit — as well as the traditional divide over how much the government should be regulating communications in the first place.

"While a comprehensive rewrite of the act is sorely needed, such a monumental task is unlikely to be accomplished for several years," former FCC commissioner Robert McDowell said.

But if Washington can't get a handle on updating communications regulations now, it has an exponentially decreasing shot at getting it right as those targets are advanced relentlessly by technology and consumer expectations.

### GOP INITIATIVE

Last week, the leaders of the House Energy & Commerce Committee, accompanied by McDowell, announced their intention to wade into a rewrite, but introducing a bill and getting one passed are two very different things.

The leaders signaled that the rewrite would not happen until at least 2015, after a series of hearings and white papers and public input via a new Twitter hashtag, #CommActUpdate. But there were no Democrats at the announcement, and the dean of the Congress, Rep. John Dingell (D-Mich.), weighed in with a cautionary note about hoping it would be a bipartisan effort and not simply change for change's sake.

Because the risks of inaction have never been so high, industry players were lining up with good wishes for the effort.

Cable operators, broadcasters and phone companies were saluting the idea, but a revamp appears years in the making, if it ever bears fruit — which might as well be millennia when measured in Internet time. And Republicans and Democrats tend to agree on the need for change, but not on the path forward.

Republicans generally want to remove old regulations to match the freedom of new delivery systems, while Democrats want to level the playing field by carrying over what they see as key regulations — such as access and interconnection — to new models.

### BILLIONS IN PLAY

Billions of dollars in investment are at stake as cable MSOs, broadcasters, satellite companies, over-the-top distributors and others try to figure out where to place their next bets.

Twenty years ago, communications-law reform was about video. Now, with the advent of broadband and the seeming inexorable move to a virtual world, it is about everything.

So, at a time when legislators working together has never been more important to the future of video and data distribution, lawmakers have never seemed so far apart or incapable of concerted action.

The last big overhaul of communications policy came in the 1996 Act, and the Cable

## WHY NEW LAW IS NEEDED

WASHINGTON — Here are some reasons why Congress needs to put down the hammers and tongs and pick up the pruning shears long enough to help bring the communications regulatory system into the 21st century:

**Competition.** When the Cable Act was passed in 1992, the satellite bird was a fledgling, there was no telco TV, broadcasters did not have multiple digital channels of programming competing for product and there were only 30 million to 40 million people online worldwide in what was primarily a dialup, Netscape world.

The 1996 Telecommunications Act was the first major rewrite since the original 1934 Act, and focused on promoting phone competition in the wake of the breakup of the Bell System monopolies.

While Sen. Ed Markey (D-Mass.) has pointed out that the breakup worked and that broadband has flourished, there are regulatory issues the 1996 act did not contemplate, such as access to Internet-protocol delivered, rather than circuit-switched, phone and data service.

**Regulatory certainty.** Industry wants it and regulators profess to provide it. But the rise of the Internet has brought with it a thicket of thorny issues that will need to be resolved. That means deciding which regulations should or shouldn't apply to Internet-protocol delivered communications, such as cable telephony and over-the-top video.

**Copyright.** Online distribution has muddied the picture, helped by differing court opinions. As Viacom pointed out to the Supreme Court in attacking TV-station streaming service Aereo, "The absence of nationwide, uniform rules governing the public performance right in online streaming transmissions has created, and will continue to create, substantial uncertainty in the marketplace."

A recently released study of government figures by the International Intellectual Property Alliance puts the value of core copyright industries — TV, movies, music and software — at representing over $1 trillion annually, or about 6.5% of GDP. Reauthorization of the Satellite Television Extension and Localization

Act of 1992 was a galaxy far, far away when it comes to reflecting the competitive marketplace.

## BARRIERS ARE FALLING

Technology is already knocking down barriers, while Washington watches from the sidelines. Tablets are now TVs; gaming systems are video players; and cable operators are ISPs, phone companies and security companies.

The FCC has been regulating like it's 1999, and the result is no party — and no parity. Like services that are getting more alike every day are subject to regulations that draw distinctions without differences, adopted when Google was the sound a baby made. Google is all grown up now, with $60 billion in revenue.

Congress continues to make noises about major video legislation. Sen. John McCain (R-Ariz.) offered up a bill earlier this year on the issues of a la carte and online. Sen. Jay Rockefeller (D-W.Va.) introduced his own video reform bill that at first blush would appear to insert over-the-top video into the satellite silo.

Neither measure is necessarily the reform cable operators are looking for. But even if they were, they would have little chance of passage.

There are also bills to address questions about taxation when goods and services are traded over the Internet, on cybersecurity and on privacy protections. The Congress knows it must deal with these key issues, but mostly what it has done so far is talk about how important they are then fail to pass legislation.

One place where some reform is possible is via the Satellite Television Extension and Localism Act (STELA), which has to pass at the end of 2014 or it will sunset. That could be a venue for making changes to the retransmission-consent regime, another law that dates from when cable operators had no major competitor in pay TV distribution.

A reauthorization of the law, which governs the terms under which direct-broadcast satellite providers may carry local broadcast-TV stations, could bring changes to the definition of good-faith bargaining, as well as to what out-of-market programming can be imported by pay TV providers. But it's unlikely legislators will be able to come to agreement on more than a fairly clean renewal of the current law.

In announcing the Communications Act reboot last week, Rep. Greg Walden (R-Ore.) — himself a former broadcaster — signaled that retrans would be addressed in that measure, rathet than in the STELA reauthorization. The 2015-targeted reboot would also move contentious video issues out of an election year.

In an effort to keep out of Internet content regulation while ensuring access, the FCC has drawn a distinction between Internet-service providers — cable and otherwise — which cannot discriminate in provision of access to legal content, and website and search-engine operators, which face no such restrictions.

The discrimination issue came into focus this fall, when CBS blocked Time Warner Cable broadband subscribers from watching streaming episodes of network shows during a retransmission-consent battle over the broadcaster's TV stations.

Given the power of companies like Google to control access to content via their search engines, the FCC may need to revisit that disparity. That would then become an issue of regulating Internet content, something FCC chairman Tom Wheeler emphasized last week was off the table, beyond preventing child pornography and making sure emergency phone calls get through.

In any event, either the FCC or the Congress will have to decide whether online video distributors qualify for the same rights and responsibilities as traditional multichannel video programming distributors (MVPDs).

Reform is most likely to come in bite-sized chunks. For example, the FCC reform bill with the best chance of passing in the Congress this year is one that combines a number of FCC reports into a single biennial package — getting rid of that report on the telegraph in the process.

Another bill — which would apply "shot-clock" deadlines to FCC proceedings and cost-benefit analysis to both current and future regulations — is supported by Republicans but pilloried by Democrats. And so it goes.

## NO NEED TO WAIT

McDowell, who backs the rewrite, said the FCC doesn't have to wait for Congress to agree — which would likely feel like waiting for Godot.

"In the meantime, what can be done to mitigate the market distortions of the obsolete Acts of 1934, 1992, 1996, etc.?" he asked. "All on its own, the FCC could initiate an audit of all if its rules with an eye toward creating an atmosphere that enhances private sector investment, competition and innovation.

"Working within its existing statutory authority, the commission could prune back potentially scores of counterproductive rules," McDowell said.

Neither the FCC nor Congress are lacking in advice on what needs to happen.

Scott Cleland, president of Precursor LLC and a former communications policy adviser in the George H.W. Bush administration, points out that "the cloud" has created an omnidirectional free-for-all in which everyone can buy or build systems for delivering any virtual product or service.

"Just like the wisdom that one cannot make a silk purse from a sow's ear, one cannot make 'modern' FCC policy from obsolete communications law," Cleland said.

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Act (see above) is the most likely vehicle for dealing with copyright issues in the Congress, but, again, that would depend on getting both the House and Senate to agree on any changes.

**The Internet of things.** Privacy, security and piracy are big issues with video and distributors of online content. But broadband is now also about nuclear power, national security, health care, online commerce and virtually everything else that touches daily life. Trying to find the right balance for government oversight of the critical infrastructure of online work and play could very literally be a matter of life and death.

**The advertising of things.** Advertisers need to know what information they can collect from whom online, via smart TVs, tablet, phones and set-tops. Technology has outstripped the privacy protections consumers want. For example, Google last month settled with state attorneys general for $17 million over allegations that the Web titan rewrote its code to bypass default settings in Apple's Safari browser preventing third-party cookies.

**Privacy.** The Electronic Communications Privacy Act was written a quarter of a century ago. The Internet has radically changed the expectations of privacy and the ability to protect it. There are bills currently on the Hill that would protect ISPs from warrantless searches of email and other online communications, and companies like Google and Twitter and groups including the ACLU and Americans for Tax Reform are pushing passage. But nothing has reached the president's desk.

**Internet protocol.** Either Congress or the FCC will need to let industry players know about the new rules, or lack of them, on IP-delivered services. FCC chairman Tom Wheeler has said he expects to vote in January on IP transition tests as part of a regulatory framework for IP. Wheeler has already advocated for setting a deadline of 2018 for the transition from traditional circuit-switched telecom when he was head of the FCC's technological advisory council.

*— John Eggerton*

# Holiday Movies Give Hallmark a Ratings Lift

## CHRISTMAS STUNT BOOSTS NOVEMBER VIEWING

BY R. THOMAS UMSTEAD

Hallmark Channel is getting its viewers into the holiday spirit in a big way.

The network's "Countdown to Christmas" programming stunt, featuring 12 original movies, has provided a major ratings boost for the month of November that Hallmark hopes will continue through December and into the new year.

**TAKEAWAY**

Hallmark Channel has seen a ratings bump from its slate of family friendly original holiday films.

Hallmark's first seven original movies — *The Thanksgiving House*, *Snow Bride*, *A Very Merry Mix-Up*, *The Christmas Ornament*, *Catch a Christmas Star*, *Winter Wonderland* and *Fir Crazy* — averaged nearly 4 million viewers during the month of November, propelling the network to an average of 1.7 million primetime viewers, a record November for the Crown Media Holdings-owned outlet.

The network's holiday movie offerings remained hot over the Thanksgiving weekend: the Nov. 30 premiere of *Let It Snow* drew 4.2 million viewers, and Dec. 1's *Christmas Spirit* drew 3.3 million watchers.

Overall, "Countdown to Christmas" is up 42% among total viewers compared to last year, and 28% in the network's key audience of adults 25-54. Crown Media Family Networks CEO Bill Abbott said the network's original movies have resonated with viewers looking for original, family-friendly programming to watch during the holiday season.

"Our brand is second to none, especially in the holiday space, for high-quality family programming," Abbott said. "It gives us a very unique advantage against those who also want to participate in the space and be competitive."

The original movies provide an opportunity for family co-viewing that doesn't present itself with the litany of adult-oriented programming on cable, Abbott said. "So much of the [television] universe features younger, sexier, more violent programming and around the holidays viewers are really looking for that destination of warm-and-fuzzy programming, " he said.

Other networks have jumped into the holiday programming fray, such as ABC Family with its perennial "25 Days Of Christmas" programming stunt launched last week (Dec. 1), and Lifetime, which is airing its holiday programming under the "It's a Wonderful Lifetime" banner. But Abbott said he's not concerned about the competition.

"We've continued our momentum over the past week despite the increased competition and in spite of the fact that viewers are distracted with shopping and other goings-on throughout the season," he said.

### MORE ONLINE

For more on Hallmark Channel's "Countdown to Christmas," visit multichannel.com/Dec9.

*Hats Off to Christmas*, starring Haylie Duff (l.) and Antonio Cupo, will bow on Hallmark Channel Dec. 14.

### HOLIDAY MOVIE SPIRIT

Original cable holiday movies set for December:

**Hallmark Channel**

| | |
|---|---|
| *Hats Off to Christmas* | Dec. 14 |
| *Finding Christmas* | Dec. 15 |

**Lifetime**

| | |
|---|---|
| *Christmas on the Bayou* | Dec. 14 |
| *A Snow Globe Christmas* | Dec. 14 |

**UP**

| | |
|---|---|
| *Marry Me for Christmas* | Dec. 14 |

In addition, the following telefilms which already debuted will re-air throughout the month: *Christmas in the City* (Lifetime); *Holidaze* (ABC Family); *Santa Switch* (Hallmark); and *Guess Who's Coming to Christmas* (UP).

**SOURCE:** *Multichannel News* research

## REVIEW

### Bonnie & Clyde

*(Lifetime/History/A&E, Dec. 8-9, 9 p.m.)*

★★★½☆ In a first for A+E Networks, the programmer will simulcast the four-hour miniseries *Bonnie & Clyde*, across its three services, Lifetime, History and A&E. There is something for each audience.

Viewers of Lifetime, which was the original home for the film directed by Bruce Beresford and starring Emile Hirsch (*Into the Wild*) and Holliday Grainger (Showtime's *The Borgias*), should be intrigued by a different take on a woman striving to leave a mark in the world and find a companion to make the journey worthwhile. Protagonist Parker realizes her wish fulfillment of enduring fame aided by the man who stands by her side — albeit with various weapons in hand and a coda draped in red.

For History watchers, the two-night event series is factual enough, toggling behind the truth and mythology of the "Public Enemy"-period celebrity couple and their cohorts. Barrow's early criminal missteps are traced, perhaps a tad too slowly, as is his rape in prison and subsequent escapes aided by Bonnie. The film plays off the legacy of Parker's gun moll photographs, her proficiency or lack of same with firearms, her callous comments about one of their victim's heads bouncing like a ball and severe burns on her leg from a car crash with Clyde behind the wheel.

As for the former Arts & Entertainment Network, the project has some artsy, if supernatural, flourishes, because Clyde has been blessed with "second sight." This "gift" affords him uplifting visions of Bonnie in a sunny field before their first encounter and of his lover as a ballet dancer. But there are darker visages of a white rabbit staring at his bulleted body in bathtub, and hails of gunfire.

Hirsch balances the bloodshed with Barrow's realistic appraisal of life on the lam, one that sours as Grainger's Parker escalates her taste for the thrills and kills.

This is not Arthur Penn's famous theatrical of 46 years ago with Faye Dunaway and Warren Beatty. Still, *Bonnie & Clyde*, especially with a different take on what led to their final return to Louisiana, qualifies as the adjectival form of the original A&E initialism: entertaining.

*— Mike Reynolds*

### MORE ONLINE

For more on the *Bonnie & Clyde* simulcast, click through via multichannel.com/Dec9.

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### AL JAZEERA

Al Jazeera America has added **Jacob Ward** as science and technology correspondent. He comes from *Popular Science* magazine, where he was editor in chief.

### CBS

**Larry Tu** has joined CBS Corp. as senior vice president and chief legal officer, based in Los Angeles. He comes from Dell, where he was general counsel of the Austin, Texas-based computer firm.

### CNN

**Lara Baldesarra** has joined CNN's Atlanta-based sports unit as anchor of the CNN International program *World Sport*. She comes from Golf Channel, where she was an anchor for *Golf Central* and host of weekly interview show *Grey Goose 19th Hole*.

### EL REY NETWORK

**Chad Blankenship** has joined El Rey Nework as vice president of consumer marketing. He comes from ESPN, where he led the marketing team for the programmer's college sports portfolio.

**DID YOU KNOW?**

At Summit Entertainment, Clarissa Colmenero was responsible for publicity campaigns for all five films in the *Twilight* franchise.

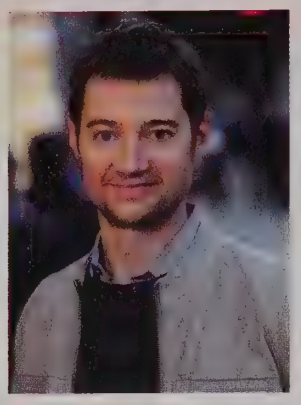
Also, **Jose Antonio Hernandez** has joined El Rey as vice president, trade marketing. He comes from ad agency La Comunidad, where he was senior account director.

And **Clarissa Colmenero** was tapped as El Rey's executive director, public relations and communications. She comes from Summit Entertainment, where she was executive director, publicity.

### HARMONIC

**Frank Montalto** has joined San Jose, Calif.-based Harmonic as regional vice president for North American cable and telco. He was director of sales operations, North American MSO segment at Cisco Systems.

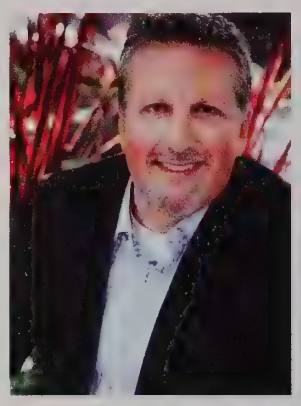
**BALDESARRA** CNN



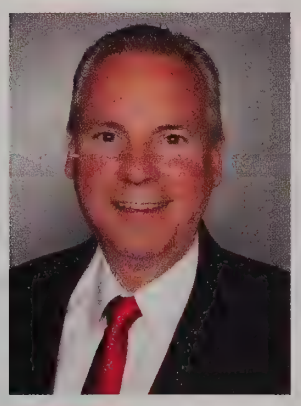
**BLANKENSHIP** El Rey

**HERNANDEZ** El Rey

**COLMENERO** El Rey



**PUCCI** Hawthorne



**WOODWARD** Ovation

Also, **Spencer Hodson** was named vice president, sales strategy, operations and enablement. He was director of sales strategy and operations at Cisco's worldwide information security business.

### HAWTHORNE

Los Angeles-based ad agency Hawthorne Direct has promoted **John Pucci** to chief creative officer. He had been senior VP, executive creative director.

### OVATION

**Scott Woodward** was named senior vice president, programming and production at arts network Ovation. He comes from TVGN, where he was VP, programming and production.

### SPIKE TV

**Tori Socha** has joined Spike TV in Los Angeles as senior director of original series. She comes from Syfy, where she was director of alternative programming.

**DID YOU KNOW?**

While at TLC, Tori Socha was part of the team overseeing live broadcasts of the Miss America Pageant and royal wedding coverage.

Also, **Jeff Saviano** was upped to senior director of original series at Spike.

### SUCHERMAN

**Erik Sorenson** was named CEO of executive search firm Sucherman Consulting Group. The longtime TV executive is also the new majority owner of the company. Former CEO **Stuart Sucherman** will remain as chairman.

### VUBIQUITY

Reston, Va.-based provider of multiplatform video services Vubiquity has named **Brendan Sullivan** as executive vice president, global operations and technology, a new post. He comes from Digital Generation, where he was senior VP, IT and engineering.

SUBMISSIONS: Send people and calendar items to Michael Demenchuk, *Multichannel News*, 28 E. 28th Street, 12th Floor, New York, N.Y. 10016 or via email to MCNPeople@nbmedia.com.

## CALENDAR

### DEC. 10

*Multichannel News/Broadcasting & Cable*, Advanced Advertising, Roosevelt Hotel, 45 E. 45th Street, New York, 1:30-5:15 p.m. Contact: Rebecca Shottland, (917) 281-4782 or rshottland@nbmedia.com.

### DEC. 12

New York Women in Film & Television, 33rd Annual Muse Awards, Hilton New York Grand Ballroom, 1335 Ave. of the Americas, New York. For information, visit: *www.nywift.org*.

### JAN. 7-10, 2014

Consumer Electronics Association, 2014 International CES, Las Vegas Convention Center, 3150 Paradise Rd., Las Vegas. Visit: *cesweb.com*.

### FEB. 4

*Multichannel News/Broadcasting & Cable*, 2014 Multicultural TV Summit & Leadership Awards, 8 a.m.-2:30 p.m., Grand Hyatt, 109 E. 42nd St., New York. Contact: Jennifer Ware, (917) 281-4718, jware@nbmedia.com or visit *www.multiculturaltvsummit.com*.

### FEB. 17-18

Krewe of Louisiana Cable Show, Hotel Monteleone, 214 Royal St., New Orleans. Contact: (225) 387-5960.

### FEB. 24-25

North Central Cable Show, Crowne Plaza St. Paul Riverfront, 11 Kellogg Boulevard E., St. Paul, Minn. Contact: Linda, (651) 641-0268 or NCShow@comcast.net.

### FEB. 27

*Multichannel News* and *Broadcasting & Cable*, Advanced Advertising, Grand Hyatt, 109 E. 42nd St., New York. Contact: Rebecca Shottland, (917) 281-4782 or rshottland@nbmedia.com.

### MARCH 2-5

CableLabs Winter Conference, Atlanta, Ga. For more information, visit: *www.cablelabs.com*.

### MARCH 18-19

Next TV Summit, Grand Hyatt New York Hotel,109 E. 42nd St., New York. Contact: Rebecca Shottland, (917) 281-4782 or rshottland@nbmedia.com.

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# Rockefeller Gives Cable a Retransmission-Consent Assist

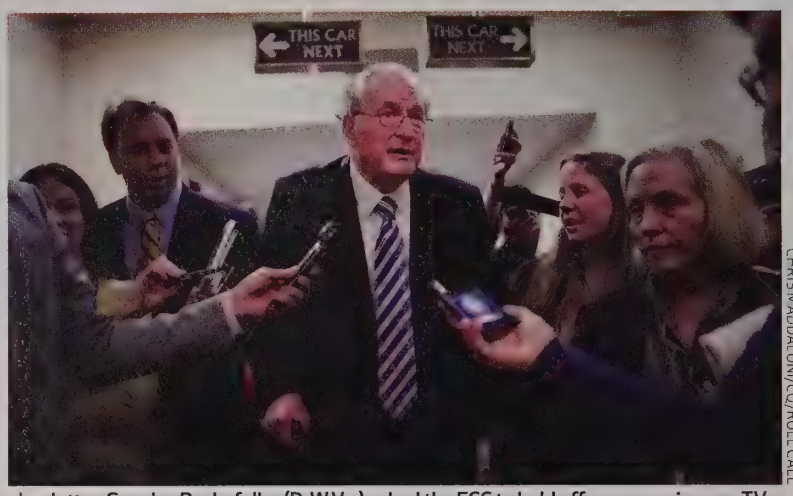
## SENATOR WANTS WHEELER TO DELAY TV-SHARING PACTS

BY JOHN EGGERTON

WASHINGTON — Cable operators have gotten some help from a powerful senator in their effort to get the Federal Communications Commission to dig deeper into the impact of shared-services agreements, joint sales agreements and other broadcast partnerships.

The support came in a letter from Sen. Jay Rockefeller (D-W.Va.) advising the FCC to wait before approving some big broadcast deals.

The American Cable Association, which represents smaller, independent cable operators, has been leading the charge — with an assist from Time Warner Cable — to get the FCC to disallow the collective retransmission negotiations that often go hand in glove with the TV station shared-services agreements (SSAs).




CHRIS MADDALONI/CQ/ROLL CALL

In a letter, Sen. Jay Rockefeller (D-W.Va.) asked the FCC to hold off on approving any TV-station acquisition involving shared-service agreements.

### SUPER-GROUP CONCERNS

Recent so-called "super group" deals — for example, Sinclair Broadcast Group's deal to purchase seven Allbritton Communications stations and Gannett's acquisition of Belo — have included station spinoffs to comply with FCC local-ownership rules. But Sinclair and Gannett are providing services to the spun off stations that the ACA and others call an attempt to skirt the FCC's limits on local and national ownership and allow those companies to continue to exercise control, particularly over retransmission talks.

**TAKEAWAY**

Cable operators wary of TV stations using shared-service agreements to collectively bargain for retransmission consent may have gotten some help from Sen. Jay Rockefeller (D-W.Va.).

In his letter to FCC chairman Tom Wheeler, Rockefeller said he thinks the commission should delay decisions on recent broadcast mergers — including Sinclair's purchases, Gannett-Belo and others — until the federal Government Accountability Office has completed a report on the use of shared services agreements.

He also asked the FCC to look at use of the shared-services agreements by those potential merged broadcast partners as it considers the deals, making sure to collect the necessary information to understand their effects on competition and consumers.

Cable operators have asked the FCC to factor in the use of SSAs to skirt local ownership limits and coordinate retransmission-consent negotiations.

So far, the FCC's Media Bureau has declined to get into the issue, pointing to an open proceeding that began under former chairman Julius Genachowski that was considering making some sharing agreements attributable as ownership interests.

### CALLED ON GAO

Rockefeller in May asked the GAO to look into SSAs, particularly in situations where full ownership would violate media limits.

Rockefeller said he was not taking a position on any deals currently in the pipeline. He wants the FCC to proceed with caution and said it "may be wise for the FCC to wait to approve any pending transaction that involves SSAs or related arrangements until GAO has completed its study and issued its report."

Rockefeller did not say when that might be.

In a follow-up letter to Wheeler, the ACA said it was all for waiting for the GAO report, and suggested that the best way for the FCC to collect more data would be to handle the merger reviews at the commission level, rather than within the Media Bureau.

# NCTA to FCC: Take 5 (GHZ)

BY JOHN EGGERTON

WASHINGTON — In a case of dueling studies on the Wi-Fi front, the National Cable & Telecommunications Association and mobile satellite interests are battling over the government's planned expansion of the service into the 5-Gigahertz band.

Satellite operators continue to push back on Federal Communications Commission efforts, supported by cable operators, to expand Wi-Fi within the band.

Globalstar
Be Heard.

The NCTA filed a study last month from the University of Colorado and CableLabs that it said showed that expanded Wi-Fi access in the band could co-exist with mobile satellite service.

Globalstar, which provides mobile satellite-delivered voice and data, offered up its own study. It concluded that expanding Wi-Fi would create harmful interference. Taking a page from broadcasters' arguments to the FCC about wireless interference to their service, the study said Globalstar's mobile-satellite network is critical to public safety communications.

Tom Nagel, senior vice president of business development for Comcast, said during a November House hearing that it was "crucial" for the FCC to start freeing up more of the 5-GHz spectrum for unlicensed use to avoid growing Wi-Fi congestion and allow for the 1 Gigabit Wi-Fi that requires larger swaths of spectrum.

Cable already uses the band for Wi-Fi, but could use more capacity to deal with growing congestion, particularly in urban areas, and to develop faster wideband service.

# FCC Deregulates TWC Cable Rates in Hawaii

BY JOHN EGGERTON

WASHINGTON — The Federal Communications Commission has voided Hawaii's ability to regulate basic-cable rates.

After multiple filings by both the state and incumbent Time Warner Cable, the FCC declared that the MSO's Oceanic Time Warner Cable system is subject to effective competition on the Big Island of Hawaii.

TWC had petitioned for the filing based on the presence of satellite-TV competitors DirecTV and Dish Network.

The state opposed the petition. But after both sides stated their cases, the FCC concluded that TWC had met both parts of the effective competition test.

The first part is that there be at least two MVPDs providing similar services and that they are available to at least 50% of the market. Neither side disputed the first prong of that test, but the state would not stipulate that satellite TV was ubiquitous on the Big Island, as it is presumed to be in the continental United States, due to the low elevation angle of the satellites and the island and the "westward shadows of several volcanoes."

The FCC's Media Bureau called those claims generalities and not detailed, factual evidence rebutting the presumption that satellite-TV service has national reach.

The number of pay TV customers subscribing to providers other than TWC on the Big Island also exceeded the benchmark 15% of households, which is the second trigger for the effective competition finding.

# Next Generation Video Compression:

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In late October, Elemental successfully supported what is believed to be the world's first real-time 4K/HEVC transmission when it streamed the Osaka Marathon. The result was eight hours of stunning, clear, reliable and very detailed live output for public viewing in a special 4K exhibit at the race finish line.

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- **Was this really an industry first?**
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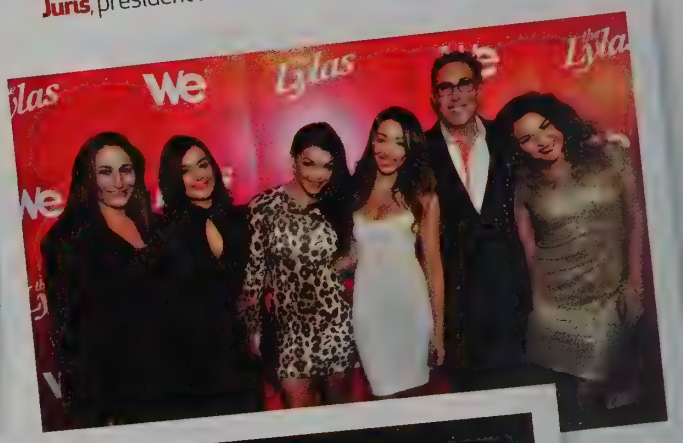
Comcast and players from the NBA's Sacramento Kings took part in the last Sportsman Channel "Hunt. Feed.Fish" event of the year (l. to r.): Kings player **Patrick Patterson**; **Lorena Henderson**, Comcast; **Ben McLemore**, Kings; Sister **Libby Fernandez**, Sacramento Loaves & Fishers; **Scott Leysath**, Sportsman; **Holly Heyeser**, *CA Waterfowl* magazine; **Luc Mbah a Moute**, Kings; and **Mike Bratz**, assistant GM, Kings.

At the L.A. premiere of WE tv's *The Lylas* (l. to r.): **Lauren Gellert**, SVP, original production and development, WE tv; **Jamie Kailani**; **Tahiti** and **Tiara Hernandez**; **Mark Juris**, president and GM, WE tv; and **Presley Hernandez**.




On the "Communicating With Customers, Employees and Consitutents" panel at the Virginia Cable Show in Williamsburg, Va. (l. to r.): **Michael Turk**, Opinion Mover Strategies; **Pamela Russo**, Discovery Communications; **Talton Gibson**, WICT; and **Rob Stoddard**, NCTA.

FRAZER HARRISON/WIREIMAGE

At the Hollywood premiere of TNT's *Mob City* (l. to r.): director **Frank Darabont** and **Michael Wright**, president and head of programming at TNT, TBS and TCM.

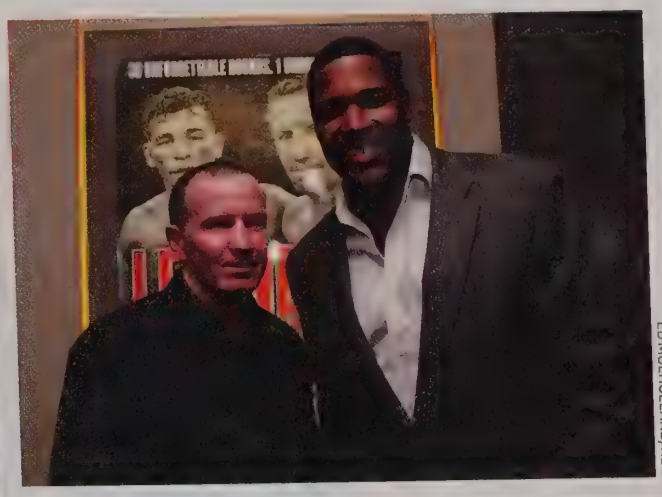
OWN/OPRAH WINFREY NETWORK

Cast members from Bravo's *Real Housewives of Miami* mingled with Comcast Spotlight Pittsburgh staffers at Spotlight's annual "Thanks-for-Giving" event (top, l. to r.): **Brandon Davis**, **Alexia Echeverria**, **Michael Hills**, **Adriana De Moura**, **Ben Gibbs** and **Deanna Klick**. At bottom (l. to r.): **Evonne Federouch**; **Kevin Blute**, NBCUniversal; and **Dana Vargo**.

# freeze frame

Judging the 2013 Interactive Launch Competition at New York University (l. to r.): **Rick Mandler**, ABC Television Networks; **Peter Stern**, Time Warner Cable; **Mark Hess**, Comcast; **Nomi Bergman**, Bright House Networks; and **Craig Moffett**, MoffettNathanson Research.

PETER SERLING



ED MULHOLLAND/HBO

**"Irish" Micky Ward** (l.) and TV host/former New York Giants player **Michael Strahan** at the New York premiere of HBO's *Legendary Nights: the Tale of Gatti-Ward.*

At USA Swimming's Golden Goggle Awards in Los Angeles (l. to r.): **Robert James**, VP of programming, Universal Sports; **Rowdy Gaines**, Olympic gold medalist and NBC analyst; **Elizabeth Pelton**, two-time champion swimmer; and **Matt Smith**, director, revenue and product marketing, DirecTV.

At the CALA Alliance Fest in Phoenix, Ariz. (l. to r.): **Isela Castro**, Cox experiential marketing; **Mayda del Valle**, spoken word artist; and **Berto Guzman**, VP, affiliate sales and marketing, NUVOtv.

AMANDA STOLARSKI

**David Levy** (l.), president, Turner Broadcasting System; **Dennis Adamovich**, Turner Entertainment Networks; **Stephen Bogart**, son of Humphrey Bogart; and **Catherine Williamson**, Bonhams, at a New York preview event for "What Dreams Are Made Of: A Century of Movie Magic at Auction, as Curated by Turner Classic Movies."

**SUBMISSIONS:** Send your most recent press photos, with an ID, contact name and telephone number, to: **Michael Demenchuk, *Multichannel News***, 28 E. 28th Street, 12th Floor, New York, N.Y. 10016. Send electronic images (4" X 6" at 300 dpi) via e-mail to: **mcnart@nbmedia.com**

# MCN BRIEFS

## U-verse Scratches TVG Horse Racing Network

DALLAS — AT&T's U-verse TV service has ceased to carry horse-racing channel TVG, according to a company spokesman.

AT&T U-verse TV won't be running with TVG anymore.

TVG was one of the first national networks dedicated solely to horse racing, providing live feeds from several tracks across the United States and allowing viewers with betting accounts to gamble on races via the phone or online.

"Despite our good-faith efforts to negotiate and reach an agreement to renew, and to fully resolve an outstanding compliance issue, we were not able to reach mutually beneficial terms and no longer have the rights to carry the content," AT&T executive director of media relations Mark Siegel said in a statement.

He declined to reveal the nature of the compliance issue.

TVG was available on channel 670 as part of its U450 Package, the company said.

AT&T continues to carry TVG rival HRTV on channel 672. HRTV, a joint venture between leading horse racetrack operators The Stronach Group (Santa Anita Park, Pimlico Race Course and Gulfstream Park) and Churchill Downs Inc., is available in about 19 million homes across the country.

TVG was formed in 1999 and purchased in 2009 by United Kingdom betting concern Betfair for about $50.7 million. At the time, TVG was available in about 30 million homes.

TVG did not respond immediately to a request for comment.

## DirecTV, Gormally in Retrans Dispute

PASADENA, Calif. — DirecTV customers in the Springfield, Mass., area were without access to their local ABC and Fox broadcast affiliates after the satellite giant failed to reach a retransmission-consent agreement with station owner Gormally Broadcasting.

DirecTV's retrans agreement with Gormally — owner of ABC affiliate WGGB, which carries Fox programming over a digital subchannel — expired on Nov. 30 after several extensions.

Pricing seems to be at the heart of the dispute.

"DirecTV has no problem compensating Gormally fairly, but demanding customers pay six times as much just to keep what they always had provides no additional value in exchange," DirecTV said in a statement. "Gormally has now added Springfield to the list of 111 cities and counting where local broadcast station owners have intentionally blacked out their most loyal viewers in order to ransom back those same stations."

Gormally claimed it is only seeking fair compensation for its content.

"When it comes to fees, all WGGB is asking for is to be paid what DirecTV is paying the other local network affiliates, NBC and CBS, to air their stations in Greater Springfield," Gormally owner John Gormally said in a letter to viewers on the station's website. "Is that being unreasonable?"

## ValueVision Has Record Holiday

EDEN PRAIRIE, Minn. — Home-shopping pioneer ValueVision Media continues to move forward, reporting one of its strongest holiday weeks ever despite having to fight back a potential proxy fight from two disgruntled shareholders.

ValueVision, parent of ShopHQ — the former ShopNBC — has had its ups and downs over the past several years, but last week said it had reported one of its strongest Thanksgiving weeks ever. Sales during its "Holiday Shopping Headquarters" event, which ran from Nov. 28 to Dec. 2, were the highest for the company during a Thanksgiving weekend in six years.

In addition, ShopHQ reached all-time records during this period for total customers, new customers and net units sold in its 23-year history. The company said sales included a broad mix of products, including fashion, jewelry, beauty, home décor, consumer electronics and watches.

The holiday results build on what was a strong third quarter for the shopping network — net sales were up 7% to $147 million and adjusted EBITDA improved to $4 million, compared to $1 million in the same quarter last year.

The growth comes on the heels of a potential proxy fight with hedge funds The Clinton Group and Cannell Capital, which in early November launched an effort to oust company CEO Keith Stewart and chairman Randy Ronning, as well as to elect its own slate of five members to the board of directors. Clinton and Cannell, which collectively own about 10% of ValueVision's total outstanding stock, had pressed for a special shareholder meeting to vote on its proposals. ValueVision fired back with a letter to Clinton on Nov. 18, pointing out that the hedge funds do not have a sufficient amount of stock to call for a special meeting, according to its bylaws and Minnesota corporate law.

"With that said, the Board believes that prolonging a public dispute over the date of a special meeting is not in the best interests of ValueVision or its shareholders, particularly given the company's need to focus on running its business during the vital holiday season," ValueVision said in a statement. "Accordingly, ValueVision has scheduled a special meeting of shareholders to be held on March 14, 2014, for the purpose of voting on Clinton's proposals."

## TWC Offers Starter TV with HBO Package

NEW YORK — Time Warner Cable has added its name to the ranks of cable operators looking to offer affordable video packages, unveiling a new Starter TV package that includes 20 channels of video and premium network Home Box Office for about $29.99 per month for the first 12 months.

TWC will give "Starter TV" subscribers access to HBO and such shows as *Game of Thrones*.

The Starter TV With HBO package includes broadcast networks NBC, ABC, CBS, Fox, PBS and The CW; shopping channels such as HSN, ShopHQ and QVC; Spanish language channels Galavision, Telemundo and Univision; and three C-SPAN channels. According to TWC's website, the Starter TV package with HBO does not include equipment, which can add between $2.50 per month for a CableCard to $30.24 per month for whole-home HD digital video recorder and service. The new TWC package comes more than a month after Comcast unveiled its Internet Plus package, an offering that includes high-speed data service, local broadcast channels and HBO for between $39.99 and $49.99 per month, depending on the market. Cox Communications also has a lower cost tier — also called TV Economy — that includes about 180 channels for $24.99 per month for the first three months (rising to $34.99 after that). HBO and other premium channels can be added to the package for an additional charge.

*— Mike Farrell*

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**PAY TV MANAGEMENT EXECUTIVE**

**David Rone**
President, Sports, News and Local Programming
**Time Warner Cable**

**CONSUMER MARKETING EXECUTIVE Programmer**

**Vicky Free**
EVP & CMO
**BET Networks**

**CONSUMER MARKETING EXECUTIVE Provider**

**Alessandra Otero-Reiss**
VP, Relationship Marketing
**Time Warner Cable**

**ADVERTISING SALES EXECUTIVE**

**Mike Rosen**
EVP of Advertising Sales
**Telemundo Media**

**MEDIA PLANNING EXECUTIVE**

**Silvia Garcia**
VP of Media Planning and Multiplatform Strategy
**Univision Communications Inc.**

**ACCOUNT MANAGEMENT EXECUTIVE**

**Cesar Sroka**
Group Account Director
OMD Multicultural
**OMD**

**PROGRAMMING DISTRIBUTION EXECUTIVE**

**Timothy Boell**
SVP Content Distribution & Marketing
**Asia TV USA Ltd.**

**PROGRAMMING ACQUISITION EXECUTIVE**

**Freddy Rolón**
VP, Deportes Programming & Business Units
**ESPN**

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**Kim Bondy**
Senior Executive Producer, America Tonight
**Al Jazeera America**

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## AWARD JUDGES

**Cristina Saralegui**
Journalist and Television Personality
Host of "Cristina Entre Amigos" on Cristina Radio/SiriusXM channel 153.

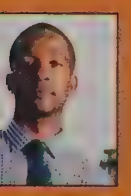
**Rev. Dr. Calvin O. Butts, III**
Pastor, Abyssinian Baptist Church in New York City
President, State University of New York at Old Westbury

**Ambassador Sandra Fuentes-Berain**
Consul General of Mexico in New York

**Eliot Kang**
Founder of Asian American agency, Kang & Lee
CEO of INMOST Partners LLC

**Anjula Acharia Bath**
CEO
Desi Hits!

**Dave Montez**
Acting President of GLAAD



**Wade Davis**
Former Pro Football Player
Executive Director, *You Can Play Project*

**Pepper Miller**
Co-author, "What's Black About It"
Author, "Black Still Matters in Marketing"
President, Hunter-Miller Group

**Bob Kumaki**
Author, "Many Cultures One Market: A Guide to Understanding Opportunities in The Asian Pacific Market"
Managing Principal, The Ronin Group

**Rabbi Dr. Marc A. Gellman, Ph.D.**
Syndicated Columnist
Senior Rabbi of Temple Beth Torah
Melville, Long Island

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# Multichannel News Index (MNI) 939.88

0.15% 1.38 (WEEKLY)

| | Price 12/4 | Price 11/26 | Weekly % Change | Month Ago | Year Ago | 52-Week High | 52-Week Low |
|---|---|---|---|---|---|---|---|
| **MSOs** | | | | | | | |
| Cablevision Systems | 16.29 | 16.56 | -1.63% | 16.20 | 13.94 | 20.16 | 13.62 |
| Charter | 129.43 | 134.98 | -4.11% | 135.77 | 70.45 | 144.02 | 68.44 |
| Comcast | 47.23 | 48.19 | -1.99% | 46.85 | 36.04 | 48.78 | 34.95 |
| Comcast (special) | 48.88 | 49.78 | -1.81% | 48.18 | 37.20 | 50.75 | 36.30 |
| Liberty Global (H) | 83.67 | 84.87 | -1.41% | 77.41 | 57.19 | 86.72 | 68.83 |
| Rogers | 44.19 | 44.56 | -0.83% | 45.33 | 44.29 | 51.98 | 38.32 |
| Shaw | 23.16 | 22.94 | 0.96% | 23.91 | 21.76 | 25.46 | 21.32 |
| Time Warner Cable (H) | 132.20 | 136.80 | -3.36% | 123.15 | 94.97 | 139.85 | 84.57 |
| TOTAL ↓ | 1,884.63 | 1,921.16 | -1.90% | 1,850.37 | 1,453.46 | 1,942.54 | 1,438.66 |
| **PROGRAMMERS** | | | | | | | |
| AMC Networks | 64.32 | 64.29 | 0.05% | 72.16 | 52.25 | 73.39 | 48.41 |
| CBS | 58.09 | 58.80 | -1.21% | 59.51 | 35.84 | 61.08 | 34.72 |
| Crown Media Holdings (H) | 3.29 | 3.28 | 0.30% | 3.25 | 1.81 | 3.40 | 1.66 |
| Discovery Communications | 84.18 | 86.91 | -3.14% | 87.07 | 60.51 | 89.58 | 59.86 |
| Disney (H) | 69.97 | 70.77 | -1.13% | 68.81 | 49.30 | 71.69 | 48.55 |
| HSN | 58.14 | 58.12 | 0.03% | 53.97 | 52.21 | 65.00 | 49.14 |
| Liberty Interactive (H) | 27.72 | 27.85 | -0.47% | 27.14 | 19.25 | 28.65 | 18.83 |
| Liberty Media | 149.29 | 154.26 | -3.22% | 154.03 | N/A | 159.33 | 101.00 |
| Madison Square Garden | 55.73 | 56.30 | -1.01% | 57.40 | 42.90 | 63.44 | 42.34 |
| Scripps Networks Interactive | 72.66 | 74.77 | -2.82% | 80.24 | 59.22 | 81.21 | 55.88 |
| Starz | 28.06 | 28.10 | -0.14% | 30.12 | 12.04 | 30.72 | 11.76 |
| Time Warner Inc. | 65.44 | 65.64 | -0.30% | 68.67 | 46.70 | 70.77 | 45.88 |
| 21st Century Fox | 32.91 | 33.50 | -1.76% | 34.15 | 24.51 | 35.44 | 21.45 |
| ValueVision Media | 6.41 | 5.84 | 9.76% | 5.51 | 1.74 | 6.55 | 1.62 |
| Viacom | 81.53 | 79.85 | 2.10% | 83.07 | 51.29 | 86.06 | 50.83 |
| WWE (H) | 14.36 | 15.12 | -5.03% | 12.96 | 8.01 | 15.47 | 14.16 |
| TOTAL ↓ | 1,381.25 | 1,392.93 | -0.84% | 1,403.28 | 1,075.17 | 1,460.48 | 1,061.98 |

| | Price 12/4 | Price 11/26 | Weekly % Change | Month Ago | Year Ago | 52-Week High | 52-Week Low |
|---|---|---|---|---|---|---|---|
| **EQUIPMENT VENDORS** | | | | | | | |
| Arris | 20.80 | 20.26 | 2.67% | 17.61 | 14.26 | 20.92 | 14.07 |
| Broadcom | 26.87 | 26.59 | 1.05% | 26.61 | 32.45 | 37.85 | 23.25 |
| Cisco | 21.25 | 21.27 | -0.10% | 22.58 | 19.17 | 26.49 | 19.00 |
| Concurrent | 7.53 | 7.53 | 0.00% | 7.27 | 5.41 | 8.95 | 5.09 |
| EchoStar | 49.74 | 49.36 | 0.77% | 47.74 | 32.71 | 51.60 | 32.19 |
| Entropic | 4.79 | 4.97 | -3.62% | 4.30 | 5.04 | 5.82 | 3.57 |
| Harmonic | 7.31 | 7.65 | -4.44% | 7.37 | 4.78 | 8.25 | 4.62 |
| Intel | 23.74 | 23.90 | -0.67% | 24.25 | 19.97 | 25.98 | 19.61 |
| LM Ericsson Telephone | 12.33 | 12.40 | -0.56% | 11.99 | 9.52 | 14.22 | 12.12 |
| Microsoft (H) | 38.94 | 37.60 | 3.56% | 35.94 | 26.37 | 38.98 | 26.26 |
| Rentrak | 36.95 | 39.90 | -7.39% | 36.03 | 19.52 | 40.79 | 18.51 |
| Rovi | 18.39 | 18.17 | 1.21% | 16.75 | 15.83 | 26.55 | 15.01 |
| SeaChange | 14.60 | 14.86 | -1.75% | 14.49 | 9.08 | 15.25 | 14.37 |
| Technicolor | 4.76 | 4.94 | -3.64% | 5.54 | 2.49 | 5.66 | 2.32 |
| TiVo | 12.66 | 12.66 | 0.00% | 13.63 | 11.82 | 14.25 | 10.47 |
| TOTAL ↑ | 1,306.63 | 1,285.21 | 1.67% | 1,271.08 | 1,003.33 | 1,328.98 | 1,285.90 |
| **TELCOS** | | | | | | | |
| AT&T | 34.60 | 35.41 | -2.29% | 36.45 | 33.92 | 39.00 | 32.76 |
| Sprint Nextel (H) | 7.95 | 8.36 | -4.90% | 7.03 | 5.68 | 8.75 | 5.15 |
| Verizon | 49.37 | 49.93 | -1.12% | 51.08 | 43.67 | 54.31 | 41.50 |
| TOTAL ↓ | 642.59 | 654.24 | -1.78% | 671.42 | 604.21 | 711.08 | 581.82 |
| **SATELLITE TV** | | | | | | | |
| DirecTV Group | 65.75 | 66.05 | -0.45% | 64.37 | 49.31 | 67.85 | 47.71 |
| Dish Network (H) | 53.56 | 54.29 | -1.34% | 48.44 | 37.20 | 54.39 | 33.79 |
| TOTAL ↓ | 1,781.44 | 1,793.67 | -0.68% | 1,702.23 | 2,082.01 | 2,149.87 | 1,238.16 |

**SOURCE:** Financial Content **NOTE:** The Multichannel Multimedia Index measures the combined prices of stocks listed on this page, weighted by market capitalization. S&P tracks the Standard & Poor's 500 stock index.

## TOP 5 PERCENTAGE GAINERS:

| | |
|---|---|
| ValueVision Media | 9.76% |
| Microsoft | 3.56% |
| Arris | 2.67% |
| Viacom | 2.10% |
| Rovi | 1.21% |

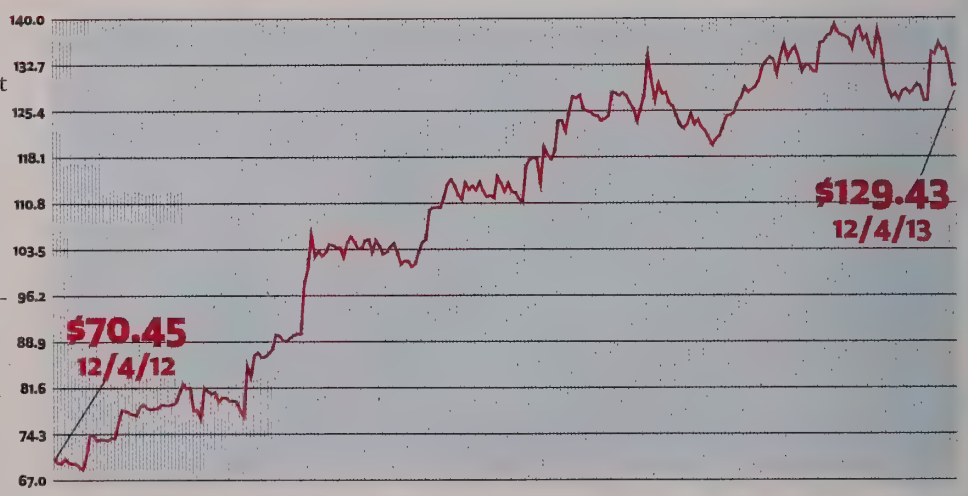
## TOP 5 PERCENTAGE LOSERS:

| | |
|---|---|
| Rentrak | -7.39% |
| WWE | -5.03% |
| Sprint | -4.90% |
| Harmonic | -4.44% |
| Technicolor | -3.64% |

## CHARTER COMMUNICATIONS (NASDAQ—CHTR)

To anyone who still thought that cable stocks aren't M&A-driven, Charter proved the point last week, falling 4% in the days after CEO Tom Rutledge told CNBC the MSO didn't need to acquire a company to grow. That should have been good news to value investors — Rutledge said Charter's superior services and low penetrations are a perfect recipe for success — but apparently more short-term thinkers are counting on a big deal. Charter shares rose about 84% over the past 12 months.

**SOURCE:** NASDAQ website




## MARKET INDEX COMPARISON

| | Price 11/26 | Price 11/20 | % Week | Month Ago | Year Ago |
|---|---|---|---|---|---|
| MNI | 939.88 | 942.24 | -0.25% ↓ | 938.18 | 764.90 |
| S&P 500 | 1,792.81 | 1,807.23 | -0.80% ↓ | 1,767.93 | 1,407.05 |
| DJIA | 15,889.77 | 16,097.33 | -1.29% ↓ | 15,639.12 | 12,951.78 |
| NASDAQ | 4,038.00 | 4,044.75 | -0.17% ↓ | 3,936.59 | 2,996.69 |

## TIP SHEET

### LGI STEPS ON ACCELERATOR

Pivotal Research Group principal and senior media & communications analyst Jeff Wlodarczak increased his cash-flow forecast for Liberty Global, expecting the international cable giant to grow EBITDA in 2014 and beyond by about 5% annually, fueled by strong data/phone results in Germany, lower wireless spend in Chile and continued synergies in its expanded U.K operations. With more cash and declining capex, Wlodarczak also expects LGI to step up future M&A activity.

### A LA CARTE'S COSTLY IMPACT

Needham & Co. media analyst Laura Martin added her two cents to the a la carte programming issue in a report that claims unbundling channels could have disastrous economic results for programmers, distributors and consumers. In "Valuing Consumers' TV Choices," Martin said unbundling content could jeopardize from $80 billion to $113 billion in consumer value from loss of channel choice; $45 billion in TV advertising revenue; 1.4 million jobs; $20 billion in taxes paid and $117 billion of market capitalization.

# Comcast Eyes Bigger VOD Content Payoff

## BUT COULD C3 AD LOADS DRIVE VIEWERS AWAY?

BY JEFF BAUMGARTNER

Hoping to unlock more dollars for ad-supported video-on-demand TV fare and improve the measurement of "binge" viewing of time-shifted content, Comcast has hooked up with Nielsen on small technical trials that will insert C3 ad loads into the most recently aired shows as well as into previous TV season episodes.

While this Nielsen-measured approach, dubbed On Demand Commercial Ratings, would likewise look to curtail DVR ad-skipping, analysts and advertising industry experts wonder if ODCR's sizable ad load, coupled with fast-forward disablement, might have the opposite effect and cause some consumers to flee to other alternatives.

*"A lot of times shows don't pick up steam until the third or fourth episode."*

MATT STRAUSS, COMCAST

**TAKEAWAY**

Comcast and Nielsen are trialing insertion of C3 ad loads into VOD content, hoping to unlock ad dollars and better measure "binge" viewing.

From Comcast's perspective, ODCR, which will rely on a mix of dynamic ad insertion and Nielsen-sanctioned measurement, has the potential to not only drive VOD usage and expand the amount of series that are offered on its VOD platform, but also translate into stronger live TV ratings.

### 'YOU'RE SELLING A SERIES'

"The idea is pretty profound because it would then mean you're not selling an episode; you're selling a series," Matt Strauss, Comcast's senior vice president and general manager, video services, told *Multichannel News* in an interview.

ODCR, he added, could then provide a means to monetize those older episodes that are being viewed in the C3 window (the first three days after a show originally airs) but have not typically been given C3 credit.

Based on early pilot work, Comcast believes ODCR could be ready for a commercial rollout in 2014.

Comcast, Nielsen and NBCUniversal conducted a technical trial in Philadelphia and Boston over the summer that involved three TV series: E!'s *Keeping Up With the Kardashians* and USA Network's *Burn Notice* and *Psych*. Strauss stressed that the pilot was small (just 10 Nielsen employee homes) so it would not affect ratings.

Comcast said the initial trials showed that it could not only insert the C3 ad load into new and prior episodes of the series, but perhaps more importantly, that Nielsen could measure it.

Comcast, Nielsen and ABC are now conducting ODCR tests, among other next steps. CBS, which just inked an expanded VOD deal with Comcast, is considering an ODCR test run.

"We're definitely interested" in doing an ODCR trial, David Poltrack, chief research officer of CBS, said. "With the DVR, you put the control in the hands of the consumer, but with VOD you give them the same benefit but you're controlling it ... VOD should have always been an ad-supported alternative."

But some ad-industry and video experts don't necessarily agree with this proposed approach.

Tim Hanlon, founder and CEO of The Vertere Group, said programmers will be tempted to replicate their live, linear ad loads into time-shifted offerings, but doing so "will be a huge mistake." He questioned whether viewers would tolerate the 22 to 23 minutes of non-programming material that is typically packed into a 60-minute show. Programmers, he said, would be better off limiting commercials to one spot per break and perhaps charging "more for such uncluttered environments."

### VOD: NOT IN A VACUUM

Colin Dixon, chief analyst and founder of nScreenMedia, said he likes ODCR's "single buy" ideology, because it takes some of the back-breaking elements out of the ad sales equation. But he also believes it's challenged because cable VOD "no longer exists in a vacuum," as consumers use DVRs (and their ad-skipping capabilities) and subscribe to over-the-top options that allow them to binge out. "If they're planning on putting a bunch of previous seasons up for VOD and insert the ad load, boy, does that give you an incentive to check Netflix first," Dixon said. "But if you're not with Netflix and experimenting with the VOD system, you'll love this."

Strauss said the idea of ODCR is emerging amid positive VOD trends, noting that about 40% of Comcast's monthly set-top VOD usage involves TV-series binging.

Comcast also believes that ODCR can take advantage of the symbiotic relationship between live TV and VOD. Providing consumers with the ability to binge on a TV series using VOD can not only expand the audience for a show but also boost viewership ratings for future live linear broadcasts.

"A lot of times shows don't pick up steam until the third or fourth episode," Strauss said. "By moving to full season, you now have the ability for customers to catch up." ❍

## TRANSLATION PLEASE

# Holiday Reminder: Squeeze Your IT Brothers and Sisters!

The new face of what we've always called "engineering" — defined as "the branch of science and technology concerned with the design, building and use of engines, machines and structures" — means we all need to brush up on software and its people.

That is the inexorably true thing, from lamp posts to big networks, and especially in cable: Software is eating the world and its sous chefs are software people. Whether it's science or technology; design or construction; engine, machine or structure, chances are high that an industry needs software people right now.

This means widening the view of your information technology (IT) colleagues beyond "those odd folks who fix my digital stuff" to "those gods and goddesses I cannot live without." These days, "engineering" is all about innovating with IT. Analysts are already predicting that within the next three to five years, everything we buy over $100 will come with a smart sensor. We'll control them with apps (software).

Building software-based products means swift and dependable provisioning. It's what I used to call "the goo of the back office," except that these days, it's much less gooey. Monitoring, supporting and billing — long the blackest magic of cable — are all being deconstructed into manageable bits, because of what's happening in The Software World.

Then there's the matter of scale. "At scale," in the software-dominated world of IP (Internet protocol), goes beyond bandwidth and capacity. It comprises pretty much everything from how services are presented to you (user experience), to how your desires for services are communicated (signaling), to how they're delivered (cloud!), to how they're consumed (metrics/analytics/big data.)

So it's time to get ready for the language that comes with software. Like "elasticity," which has nothing to do with how your clothing fits and everything to do with how your cloud lets you flexibly use storage and compute process for TV applications, based on demand.

Then there's the "information bus" — designed to move subscriber transactions super-quickly, using carefully defined interfaces. Intent: To let billing systems can do what they're intended to do (rate and bill), without the hassles of yore.

Watch for modularity, fault tolerance and a constant focus on how to adjust things in step with consumer desires. Design consistency means building a TV app that tunes a channel in less than 300 milliseconds — with nothing in the way to slow it down, like a lookup on the back end or a subsystem falling down just when it's needed to scale up.

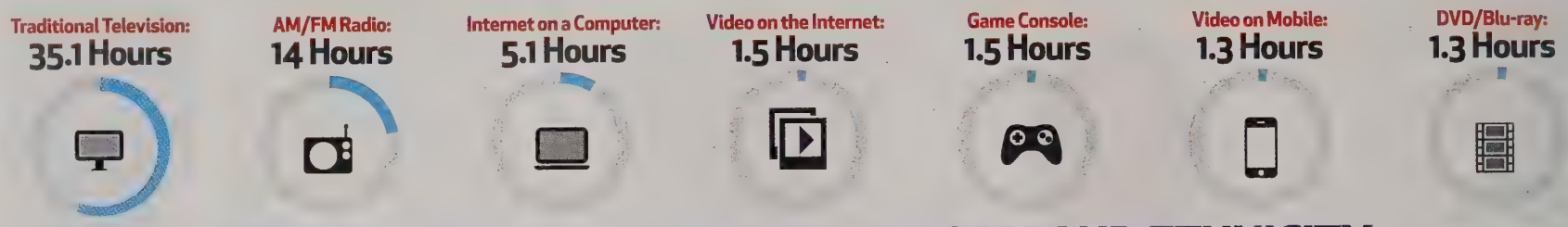
Long story short: Take a moment to do something nice for your IT pals. They'll appreciate it, and you need them more than you may know. ❍

Stumped by gibberish? Visit Leslie Ellis at *translationplease.com* or *multichannel.com/blog*.

# CROSS-PLATFORM MEDIA CONSUMPTION

Nielsen's newly released Cross-Platform Report, Q3 2013, is the first to include AM/FM radio listening, a byproduct of Nielsen's recent acquisition of radio measurement leader Arbitron. Adding radio to the media mix, the average American consumes close to 60 hours of content per week across television, radio, online and mobile, according to Nielsen. As for terrestrial radio, Nielsen said more than 90% of Americans still listen to it each week, with the highest percentage of use coming from Hispanics (94%) and African-Americans (92%).

## WEEKLY MEDIA USAGE BY PLATFORM



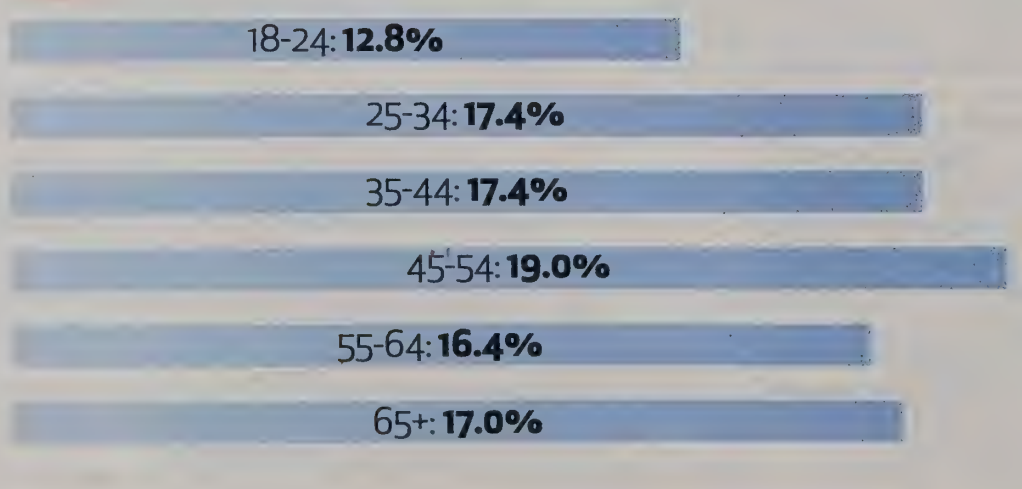

## MONTHLY MEDIA USAGE BY PLATFORM AND ETHNICITY

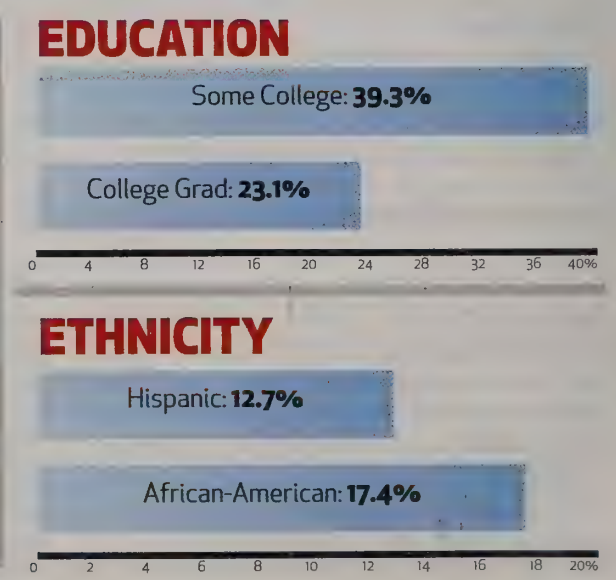
**How the monthly time spent on varying platforms breaks down (in hours/minutes) for 2013, according to Nielsen.**

| | TOTAL | AFRICAN-AMERICAN | HISPANIC | ASIAN |
|---|---|---|---|---|
| On Traditional TV | 152:08 | 211:10 | 127:18 | 93:49 |
| Watching Time-Shifted TV | 12:31 | 9:40 | 8:21 | 9:01 |
| Using a DVD/Blu-ray Device | 5:30 | 6:22 | 5:22 | 4:30 |
| Using a Game Console | 6:39 | 7:53 | 7:20 | 5:03 |
| Using Internet on a Computer | 28:32 | 30:17 | 24:21 | 37:01 |
| Watching Video on Internet | 6:20 | 8:46 | 8:03 | 11:57 |
| Watching Video on Mobile Phone | 5:31 | 6:39 | 5:59 | 6:00 |
| Listening to AM/FM Radio | 60:42 | 62:51 | 60:07 | NA |

## TELEVISION USE VARIES BY DEMOGRAPHIC

**Per Nielsen, a look at how selected demographic factors affect TV use:**





EDUCATION
Some College: 39.3%
College Grad: 23.1%
0 4 8 12 16 20 24 28 32 36 40%
ETHNICITY
Hispanic: 12.7%
African-American: 17.4%
0 2 4 6 8 10 12 14 16 18 20%

## Help Wanted

**WADL TV,** a major market TV station in Detroit, is looking for a

**LOCAL SALES MANAGER.**

Must have a minimum of 5 years of managerial experience. Will be managing a staff of 10 to 12 sales reps. Experience with Wide Orbit is preferred. Please send resume and related materials to:

**Johnm@thewordnetwork.org**

**DIRECTOR OF DEVELOPMENT**

Alabama Public Television (APT), the statewide educational & public television network seeks a Director of Development to focus & grow revenue generating activities & manage the development team. This is a full-time position for the Alabama Educational Television Foundation Authority that reports directly to the executive management of APT.

For detailed requirements, please see posting under "Employment" at **www.aptv.org**. To apply, mail cover letter, resume & 3 professional references to: APT HR Manager, 2112 11th Ave. S, #400, B'ham, AL 35205 or e-mail to: **tneeley@aptv.org** by 12/31/13.

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**DEPARTMENT OF TELECOMMUNICATIONS**
**BALL STATE UNIVERSITY**
**MUNCIE, INDIANA**

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Responsibilities: teach at least two classes during both fall and spring semesters with potential for summer teaching; develop materials for classes; collaborate with other department, or outside entities, on projects; commit to agreed levels of service both on and off campus, including representing the department, college, and university; make at least one presentation annually to the Muncie community on an issue pertinent to the appointment.

**Minimum qualifications:** bachelor's degree with extensive (10 years or more) professional experience with appropriate national or international recognition.

**Preferred qualifications:** terminal degree with national or international recognition in either the professional or academic community (10 years minimum). Candidates for contract faculty searches must have current authorization to be employed in the U.S. without employer sponsorship. For more information, please go to **www.bsu.edu/hrs/jobpostings**.

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## VOICES

# AS I WAS SAYING GARY ARLEN

### WHAT'S WHEELER READING? SOCIAL MEDIA @ FCC Dec. 4

Lots of people would like to know what's on the mind of the FCC chairman. Thanks to Facebook, we know that Tom Wheeler was reading about Chinese electronics maker Huawei's plan to abandon the U.S. market, amidst accusations it is a Chinese government front, not to be trusted.

A link to a *Foreign Policy* website story appeared on Wheeler's Facebook page just after 9 p.m. on Dec. 2 without comment. Perhaps the chairman was reading the story during his trip home from Columbus, Ohio, where he delivered his first major public-policy speech earlier in the day at his alma mater, The Ohio State University. ...

When I checked with Wheeler's office, his assistant said that the chairman plans to use social media widely, not just the FCC's own blog and Twitter sites. On the same day as the Facebook posting, the chairman's Twitter account was featuring the Ohio State speech as was Wheeler's FCC blog, which also plugged his free ebook, *Net Effects: The Past, Present & Future Impact of Our Networks — History, Challenges and Opportunities*, the theme of his OSU speech.

Whether Wheeler's Facebook link to the Huawei story is a one-time aberration or the beginning of more frequent communiqués to friends, the incident underscores the growing role of social media and the melding of business and real life.

***For more from this blog, visit multichannel.com/Dec9.***

## MCN'S MOST READ

TOP ARTICLES ON MULTICHANNEL.COM, NOV. 29-DEC. 6

1. Charter Launches TV Streaming App
2. U-verse Scratches TVG Horse-Racing Network
3. Comcast Trials Aim to Unlock VOD Ad Dollars, Measure TV Binge Viewing
4. Rutledge: Charter Doesn't Need Acquisitions to Grow
5. House Republican Leaders Announce Effort to Reform Communications Law

***To read these stories, visit multichannel.com/Dec9.***

## Numbers

# 55.4%

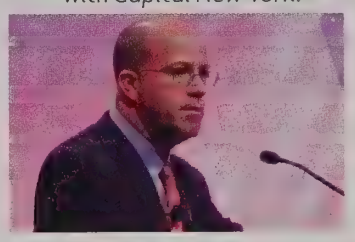
Rate of year-over-year growth in mobile online sales on Cyber Monday (Dec. 2), with mobile transactions exceeding 17% of all sales tallied.

**SOURCE:** IBM, Dec. 3

## SAY WHAT?

"We're all regurgitating the same information. I want people to say, 'You know what? That was interesting. I hadn't thought of that'. . . The goal for the next six months, is that we need more shows and less newscasts."

— Jeff Zucker, president, CNN Worldwide, in a Dec. 3 interview with *Capital New York*.



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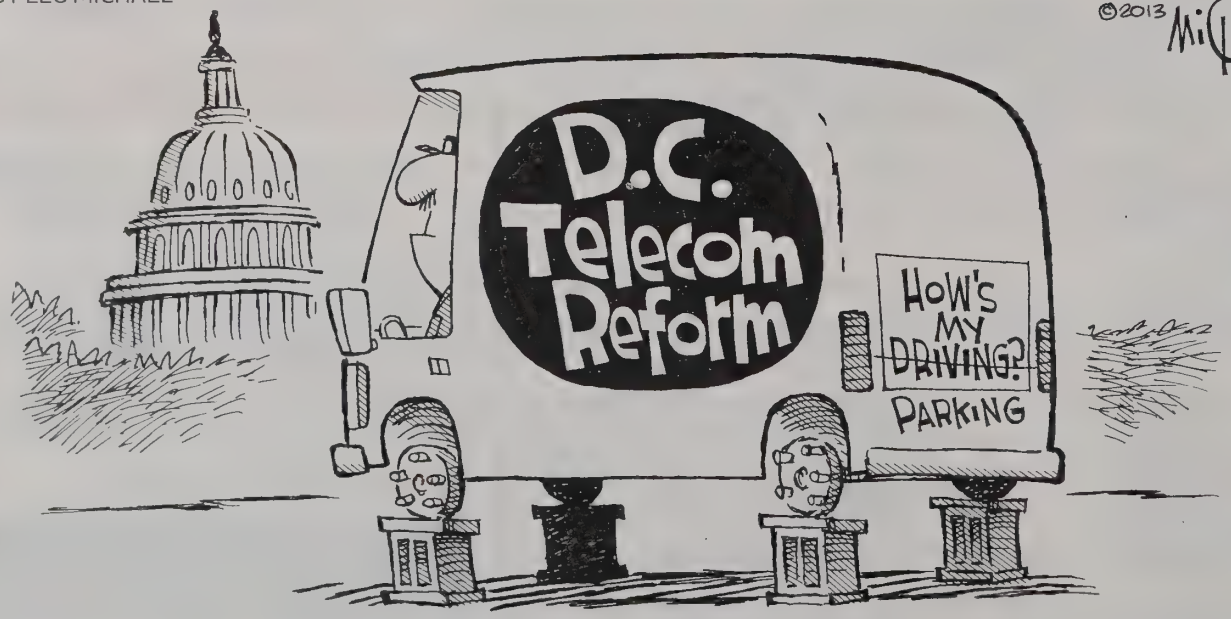
BY LEO MICHAEL




## TALKBACK

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### Telecom Law Reform, But for Whom?

(Re: "House Republican Leaders Announce Effort to Reform Communications Law," Dec. 4): "Every time they bring this up for discussion, lobbyists have a feeding frenzy/field day and consumers get the shaft. Let's review the 'benefits' of past rewriting of Communications Law:

"• Massive consolidation in the radio business, turning the AM/FM dial over to a small handful of corporations that own/control thousands of radio stations that now all largely sound the same regardless of their 'local area of service';

"• Massive consolidation in the television business, letting a different group of giant corporate owners dominate the TV airwaves and kill off local news and community service programming on a growing number of stations they operate or have agreements to co-operate. Now they plan on getting paid again, surrendering their licenses in some areas for the benefit of AT&T and Verizon Wireless;

"• Cable TV deregulation with fantasy land claims that the industry is fiercely competitive, so much so that telcos like AT&T and Verizon also deserve a break.

"The Republicans seem to think that claims alone are sufficient proof of competition and the need for near-total deregulation. So the House effort will delight Republicans but probably not get far with Democrats in the Senate, for partisan reasons. What we'll get next are rules that let AT&T and Verizon demolish their landline networks in rural areas and switch those customers to high-cost, unregulated wireless. The cable franchise fee will be gone, operators will not have to answer to anyone or allow anyone on their networks, and broadband will remain a usage-capped duopoly."

**Philip Dampier**
stopthecap.com
*Rochester, N.Y.*

## Twitterati

"I, for one, welcome the oncoming drone wars that will fill our skies with flying merchandise." @jalvear, ***Jose Alvear, analyst, author and IPTV/social TV/ITV consultant, Dec. 5, on Amazon.com CEO Jeff Bezos's announcement during a 60 Minutes interview that the online retailer would deliver merchandise via drones***

"I think a cable channel that only showed old Jordache, Sasson & Sergio Valente jeans commercials would make billions." @JohnFugelsang, ***comedian John Fugelsang, Dec. 4***

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# How RDK Can Be a Change Agent

*STEVE HEEB*
***RDK MANAGEMENT***

The cable industry is seeking change. Across the industry, MSOs of all sizes are making decisions today that will profoundly affect how they will develop and deploy new services for years to come.

This change is clearly needed, and it's clear that it must come in two forms: speed and a common industry framework.

Simply put, the industry needs to accelerate the develop-deploy-deliver cycle achieve a "service velocity" on par with what consumers have experienced on Web-based platforms. To do this, today's typical set-top box and gateway architectures must evolve to a common framework that serves operators, integrators, original equipment manufacturers and system-on-a-chip (SoC) vendors in a more efficient and consistent way. Plus, achieving a common framework with global reach creates an almost irresistible platform where MVPDs and developers can create the innovative new products and services that customers demand.

The Reference Design Kit (RDK) was developed specifically to help the industry embrace and grow with this change. Its focus is to help accelerate the deployment of next-generation services, empowering operators to be able to introduce products in mere months, rather than years, across next-generation Internet-protocol devices and set-top boxes. The RDK provides agility at the core software/hardware layers of set-tops and gateways. It enables collaboration and commonality in a pre-integrated software bundle that is based on open Web/IP technologies. This is a way for us as an industry to leave behind our old proprietary roots and embrace a framework that offers faster innovation cycles and service delivery.

The RDK has made significant progress over the past year. In fact, we've grown to more than 100 RDK licensees in 2013, from companies big and small, who share a common vision. The benefits of the RDK are already being seen in many parts of the ecosystem, including service providers, integrators and SoC vendors and OEMs. Comcast, for example, has used the RDK to successfully reduce the time to market to deliver a new enhanced user interface, and that's just the beginning.

Service providers around the world have begun to adopt the RDK, and new deployments are on track for 2014. Comcast, Time Warner Cable and Liberty Global are all actively engaged in the RDK, and other operators across North America, Europe, Asia, Latin America and beyond are interested in joining us. Indeed, this fall, we were part of a private gathering at IBC, and the interest and attendance from operators around the globe was inspiring. This critical mass, which accounts for a sizeable installed base, will bring economies of scale that will benefit the entire community and in turn will help lift the boats of service providers of all sizes in many regions.

Integrators are already working closely to expand the RDK to small and midsized operators here in North America, Europe and around the world. Their expertise will enable millions of global deployments in the coming years, while saving MSOs significant development and deployment costs through efficiencies and cutting redundancies in R&D work.

SoC vendors and OEMs have a new path forward that breaks free from the limits inherent to supporting and upgrading proprietary, dissimilar architectures. The RDK provides a common framework on which to base future development and provides global consistency, scale and sales opportunities across operators. Going forward, SoC vendors and OEMs will find differentiation through innovation, less inhibited by the stagnation that comes with proprietary support of legacy hardware and software.

> *"The industry needs to accelerate the develop-deploy-deliver cycle to achieve a 'service velocity' on par with what consumers have experienced on Web-based platforms."*

Collectively, the diverse parts of the ecosystem have clearly begun to recognize the advantages of a collaborative and more streamlined development cycle. Growing this already strong base of RDK support is a key focus for 2014.

Looking forward into next year and beyond, the future of the pay TV industry is firmly centered in IP video delivery that can respond to competitive pressures and rapidly innovate and deploy new services. The underlying Web infrastructure of the RDK will open markets and change the way all aspects of the pay TV ecosystem do business. The RDK has the unique advantage of positioning all aspects of the ecosystem to be able to develop, deploy and deliver this service better than ever before.

Ultimately, successfully bridging the path from legacy networks to all-IP devices with a developer-centric common framework is the formula for long-term growth in a rapidly changing business. And, most importantly, it's the key to creating new and compelling services that will continually reinforce the incredible value of pay TV subscriptions.

*Steve Heeb is president and general manager of RDK Management LLC.*

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# FCC's Wheeler Delivers In Debut as Toastmaster

PHOTO BY MARK VAN BERGH, COURTESY OF FCBA

FCC head Tom Wheeler made a splash at his debut chairman's dinner.

WASHINGTON — "A home run" is how one attendee rated new **Federal Communications Commission** chairman **Tom Wheeler**'s turn on the dais at the 27th annual **Federal Communications Bar Association Chairman's Dinner** at the Washington Hilton Hotel last Thursday night (Dec. 5), adding, "I don't know how he could have done any better."

The over/under going into the speech was that it might be "over" on the serious and "under" on the funny. It was neither. The chairman historically roasts the industry with a series of one-liners, often with visual aids, and Wheeler did not disappoint.

## RIFFS AND TIPS

He riffed on his age (he is a grandfather), the fact that he is not a lawyer and his lobbying background as head of both the wireless and cable trade associations.

In fact, he said, he is the first chairman to have lobbied most of his staff. "And do you know why I hired them? Because they never gave me what I wanted."

When people ask why he has such a fascination with the Civil War, Wheeler said he didn't know how to respond, adding, "Maybe you just had to be there."

The dinner was certainly a "had to be there" event for Washington lawyers and lobbyists getting a read on the new chairman.

Keep the grandkids in mind, Wheeler told telecom lawyers.

Wheeler provided those lawyers with some tips on how to lobby him, given that he once sat on their side of the table.

Those tips mostly came down to praising his books, quoting from his books, citing Ohio State football victories instead of cases like *FCC v. Pacifica*, using Civil War metaphors, and "oohing and aahing" over his grandchildren, preferably asking to see pictures without prompting.

In fact, the video screens that ringed the room were often graced with shots of his three grandchildren, and attendees were urged to ooh and aah liberally. They did, once they got the idea.

"I'm not saying oohing and aahing over the grandchildren will get you the spectrum policy you want," he said. "But it couldn't hurt."

Wheeler said quoting from his book was good, but bringing in a box of books to autograph was "too much."

He was an equal-opportunity skewerer, taking shots at the cable, and wireless and broadcasting industries.

## ON SENATOR CRUZ

The biggest cable groaner was probably when he talked about his nomination being held up by Sen. Ted Cruz (R-Texas): "People have asked me: What was it like to be at the mercy of one individual's whims? To effectively be taken hostage and your life put on hold for what seems like an eternity? Think cable service call."

He peered out at the audience, asking, "Where is the **NCTA** table?" And then, "How are the programmers and cable operators getting along?" The National Cable & Telecommunications Association has had to keep its powder pretty dry on carriage and programming-cost issues, given it has members on both sides of the debate.

Following the audible groans from the cable section of the room, Wheeler added, "I guess I should apologize ... But I won't."

Saying he was actually young once, Wheeler played a **C-SPAN** clip from a **Women in Cable** salute to him while he was head of the NCTA, showing a young, Mark Spitz-like Wheeler (the screen briefly flashed a Ron Burgundy photo) being sung to by a trio of pom-pom waving, baton twirling "Tom-ettes" shouting "Tommy, Tommy you're so fine." He indicated it had taken "years of therapy" to get over that "memorable" evening.

Wheeler had the phone companies' ears burning as well.

"*The New York Times* reported last month that the CIA was paying AT&T $10 million a year for phone data," Wheeler said. "I know that AT&T is making shared data plans mandatory, but come on."

Wheeler also alluded to the issue of whether bidding conditions should promote the participation of **T-Mobile** and **Sprint** in the incentive auctions and potentially limit the spectrum aggregation by **AT&T** and **Verizon**: "We have a good supply of wine here tonight, but it's a limited supply. So, AT&T and Verizon, I'm going to have to ask you to limit yourselves. T-Mobile and Sprint, go at it guys."

He added, "Would you show up and buy something?"

Broadcasters took a licking over suggestions they might have to move to a cable-only model if over-the-top providers don't have to pay for their content. "**Aereo** has been in the news a lot," Wheeler said. "It has rankled broadcasters, who are now threatening to stop broadcasting their content and move to cable. And here I thought we had to pay them to do that."

## LAWYER JOKES, OF COURSE

It was a roomful of lawyers, so, of course Wheeler had lawyer jokes. Wheeler said he had always been "jealous of those who could use their legal sheepskin as air cover," because saying "'I'm a lawyer' is so much better than describing it by what you really do."

Wheeler pointed out that upon his arrival at the FCC, he had christened it the Federal Optimism Agency and said he would extend that sunny, positive attitude to his dealings with all the FCC stakeholders "until some SOB sues us in some B.S. lawsuit."

Then there was the one about White House deputy chief technology officer **Tom Power**, who had worked during the government shutdown as a bartender. Wheeler said he had to clear it with ethics, and the only stipulation was he could not take tips from telecom lawyers. "That was easy," Wheeler quipped.

Even former chairmen (and chairwomen) were fair game.

In fact, in a nod to former acting chairwoman **Mignon Clyburn**, it was she who stepped up to the podium, to cheers and lengthy applause, when Wheeler was introduced at the beginning of the night. "The mayor of Toronto and **Tom Wheeler** walked into a bar," Clyburn deadpanned. "I'm not making a joke, I'm just telling you where Tom was."

"Jokes about being the first female chair are even funnier when Tom tells them," she added.

Wheeler took a gentle shot at former chairman **Julius Genachowski**, who joined a think tank after exiting the commission, a fairly common move: "At my age, many people are saying this will be my last gig. Are you crazy? I'm that close to being a senior fellow at the **Aspen Institute**."

Then it was **Reed Hundt**'s turn. "He's leading the charge to get the **Redskins** to change their name," Wheeler said. "I'm sure that Reed and Skins owner **Dan Snyder** will be able to work something out. Both men are so well-known for their humility and flexibility."

Wheeler said he sat down in the cafeteria with a couple of staffers and drew blank stares when he introduced himself as Tom Wheeler, and the same when he said he was the new chairman. Turns out, they were from across the street at **Immigration** and **Customs** and just came over for the food. "Think about what I just said for a second," Wheeler said. "There are actually people who come to The Portals [FCC headquarters] for the food. That's like going to [NCTA president and former FCC chairman] **Michael Powell** for hair care tips."

## SOME SERIOUS NOTES

Wheeler ended on a serious note, talking about the death of **Nelson Mandela**. "We can all pray that someday we could have the principles, the vision, the courage of Nelson Mandela."

The dinner hosted a record 1,600 people and raised more than $44,000 for FCBA scholarships and other programs, according to FCBA president **Joe Di Scipio**.

*—John Eggerton*

*Announcing The Sixteenth Annual Multichannel News*

# 2014 WONDER WOMEN

On March 26, *Multichannel News*, in conjunction with WICT New York, will host a special luncheon to honor these dynamic decision-making women and the extraordinary accomplishments that have earned them the right to be part of the latest class of Wonder Women.

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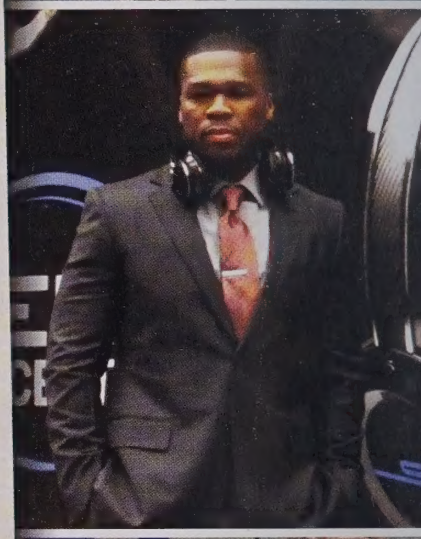
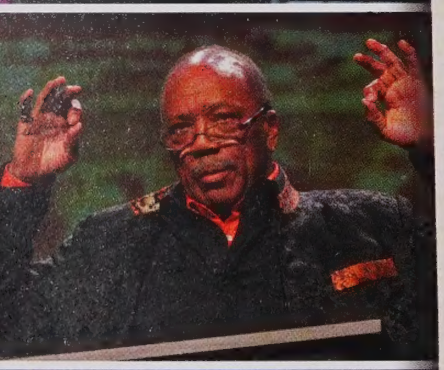
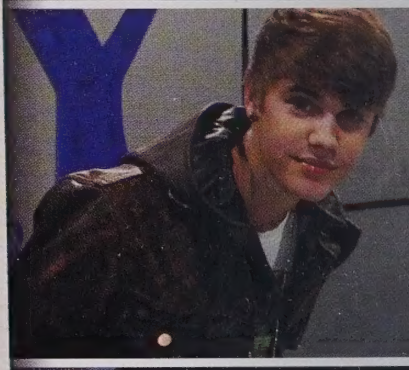

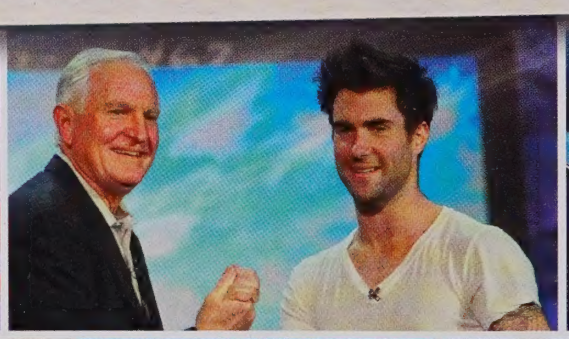
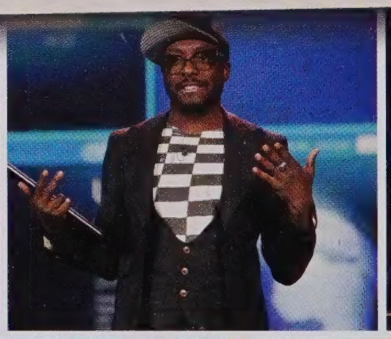

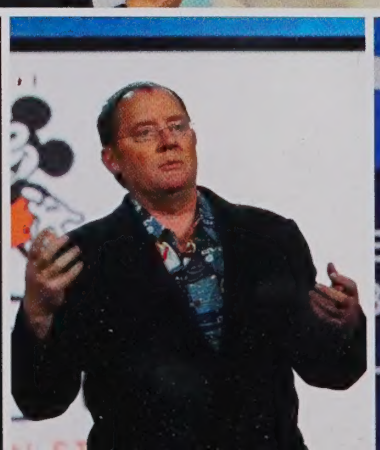
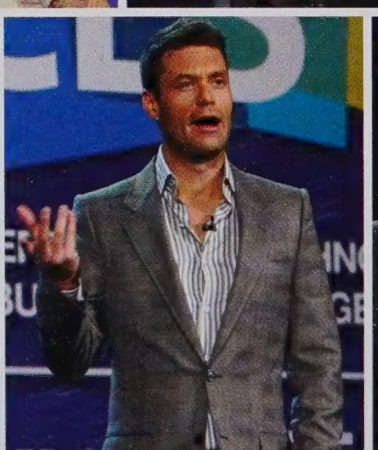

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